

SALES management



Perfect Circle's Mr. Teetor explains record-breaking sales. Page 158.

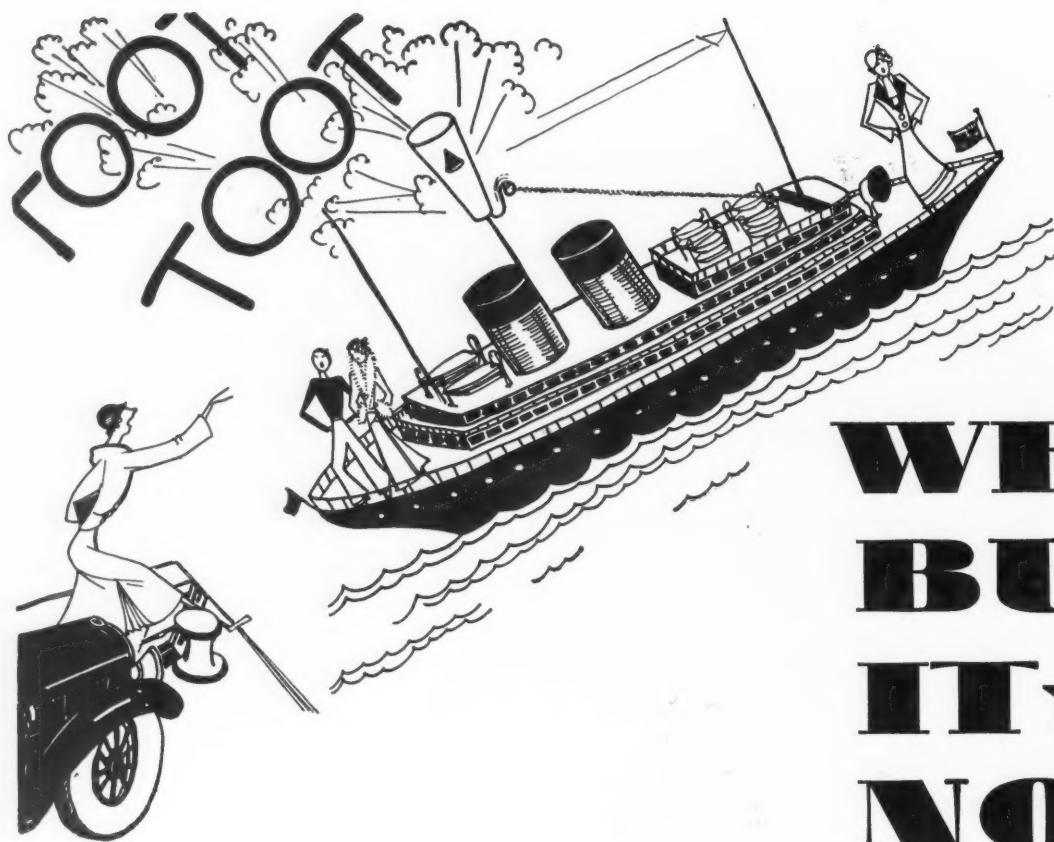
**Meterice Sales Spurt . . . Cord of Auburn
Tells How He Flouts Depression . . . 1931
Spendable Money Income Tabulations . . .**

SEVENTY CENTS

October 31, 1931

In Two Sections

Section 1



WHO BUYS IT★ NOW?

... 36% more COSMOPOLITAN readers used the Travel Bureau in the first 9 months of 1931 than in the same months of 1930 ...

... more than twice as many travel booklets were bought by COSMOPOLITAN readers in August and September, 1931 than in August and September, 1930.

... more evidence of the fact that COSMOPOLITAN readers *buy now*

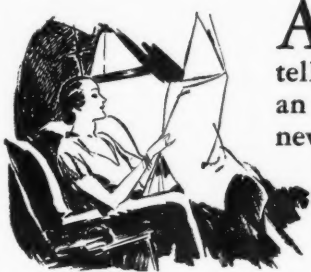
★ **More hotel accommodations**
More new automobiles
More transportation

Hearst's International
combined with
Cosmopolitan

57th Street and Eighth Avenue, New York

The Class Magazine with 1,700,000 Circulation

You can't sell 'em ON THE RUN



ANY married man will tell you that a family is like an automobile engine—it never runs right in the morning till it gets **WARMED UP**. There is always a certain amount of fuming and fussing—father

raging to get down to the office and mother, half crying, trying to button up three little backs at once and get them off to school.

Heaven help the salesman who crashes the door at a time like this

—or, for that matter, the *advertiser*.

"Better come back tonight when things are a little more settled."

Tonight this seething, scattering herd of four million five hundred thousand people will calm down, converge back to the home and resolve itself into a get-at-able market of **ONE MILLION FAMILIES**. Wait till they get **TOGETHER**—you simply can't sell 'em on the run.

By the way—tonight, and every night, **THE CHICAGO DAILY NEWS** has a definite date with this very important market and, if you are so minded, we can arrange to get your sales message into the bulk of these families under the most propitious conditions imaginable.

When you hit a strange town, if you want to be taken care of properly, the first thing you do is to step right up to somebody who **LIVES** there and politely ask him to direct you to "the best hotel." By the same token, isn't it perfectly sound, when it comes to picking a local newspaper, to find out *which one* local people themselves favor?

In 1930 **THE CHICAGO DAILY NEWS** carried more *retail local advertising* than any six-day paper in town.

That's direction enough for any advertiser, isn't it?

Here is a paper that really **COVERS** its market—just as much a part of Chicago as Michigan Avenue, the Loop or the Lake: and if you want to get into the key families in all of this great Chicago area, including suburbs, go in with The Chicago Daily News—and you're in **RIGHT**.

—That is why—

The merchants of Chicago, in 1930, made the following investment per reader in the advertising columns of Chicago's daily papers:

- \$13.79 in **THE CHICAGO DAILY NEWS** (Eve)
- 7.99 in the American (Eve)
- 7.16 in the Tribune (Morn)
- 3.03 in the Herald and Examiner (Morn)

DEPARTMENT STORE ADVERTISING—The Chicago Daily News carried more than the two morning papers combined.

TOTAL GROCERY ADVERTISING—The Chicago Daily News carried more than any paper in the world.

—Authority: Media Records, Inc.

THE CHICAGO DAILY NEWS

THE QUALITY QUANTITY CONCENTRATED EVENING CIRCULATION

NEW YORK
250 Park Ave.

National Advertising Representatives:

GEORGE A. McDEVITT CO.

CHICAGO
Palmolive Bldg.

Financial Advertising Offices:

NEW YORK
R. S. Farley, Mgr.

CHICAGO
F. P. McFadden, Mgr.

PHILADELPHIA
Record Bldg.

DETROIT
Jesse F. Spencer, Mgr.

SAN FRANCISCO
H. H. Conger, Mgr.

Copyright, 1931, The Chicago Daily News

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXVIII, No. 5.

Two Cents Each... but Not for Long

... because they're only a few left of each of the following page reprints from SALES MANAGEMENT:

- "You're the Doctor"
- "Fighters and Salesmen Need Heart"
- "Is Business Bad?"
- "The Golden Hour of Selling"
- "Save the Day"
- "Is Saturday Really an Off-Day or Do Salesmen Only Think So?"
- "Are Sales Off Because We Don't Ask for Orders?"
- "Just How Dumb Was J. C. Penney?"

These are all pithy, pointed messages designed for mailings to salesmen.

We also have a few copies of the reprints of "How Should a President Talk to His Salesmen?" which quotes Martin Davey's famous letter to his salesmen about licking depression business conditions. They may be had at 3 cents each.

In booklet form: "Epistles to the Advertisians" (come on, agencies, here's an ideal promotion piece!), 25 cents a copy, or 20 cents in quantities of 30 or more.

In report form: "Population Studies of Principal Markets and Their Tributary Areas"—a compilation of the material which appeared serially in SALES MANAGEMENT on all cities over 150,000 in population. Based on 1930 Census figures. Helpful in planning local sales and advertising campaigns, routing salesmen, setting quotas, etc. \$2.00 a copy.

Send orders, accompanied by check or money order to

SALES MANAGEMENT

420 Lexington Avenue

NEW YORK

Survey of Surveys

BY WALTER MANN

Color in Magazine Advertising

"Color," says a brief lead-off summary of outstanding deductions in the A.N.A.'s latest report entitled "Color in Magazine Advertising," "... must do a reasonable job and a useful job to accomplish any purpose. Its haphazard use is losing all the former thrill of novelty. It is finding analysis, prejudice, criticism, by a color-conscious public. It fails or succeeds now by its own inherent merits, for its excuse (for use) as a happy relief from monotonous 'black and white' is no longer reasonable." So tips and tends to totter another advertising idol or (to steal a term made popular by a Chicago ad-patriarch) fetish, in the shake-down which the good old depression is giving to advertising.



Blank-Stoller, Inc.
Walter Mann

"Not use color if you can afford it?" gasps the orthodox advertising man. "What's the advertising world coming to?" The answer is that the advertising world is coming to its senses at last. And (as a matter of fact) much to the relief of some publishers, who in recent times (having years ago started the color-in-advertising ball a-rolling) often wonder whether they make as much money on color as they do on black and white.

"In a broad sense," says the above-mentioned summary, "color can accomplish one of four things: 1. It can express realism (through a more natural portrayal of product). 2. It can be psychological (through the use of reds to associate warmth, blues for coolness, etc.). 3. It can create distinction (particularly in a trademark). 4. It can promote beauty." Three of these (the first three, says the A.N.A. report) are real utilities—the fourth (beauty) is a matter of pride.

Many studies have been made in an attempt to measure the comparative value of color and "black and white." The consensus of opinion has been that color pays. But, asks the A.N.A. report, does it pay in proportion to its added cost? The three factors to be compared directly with the results of color advertising are as follows: 1. Magazine color rates vs. "black and white"; 2. Cost of color plates vs. "black and white"; 3. Price paid for color art vs. "black and white." In each of these three phases, color advertising costs quite a bit more than "black and white." Since this, of necessity, cuts down on the amount of circulation that the same amount of money can buy, the question that inevitably arises is: "Is it worth it?"

Quoting from Mr. Edward Strassman's introduction:

"The use of color in advertising has increased with spectacular rapidity during the past decade. A study of the increase in

the number of advertising pages in color in twelve magazines shows that the increase was 93.42 per cent from 1924 to 1929. Nineteen advertisers, each of whom spent more than \$1,000,000 in 1930, spent \$24,666,340, or 63.6 per cent of their combined appropriations for color space.

"These figures are a striking indication of what has taken place. They emphasize the fact that advertisers themselves should have a thorough knowledge—first of how color printing has developed—second its advantages and penalties—third, and most important, of whether it is more profitable than 'black and white.'"

"The primary purpose of this study was to aid the advertiser in his search for knowledge of these three points. It represents many months of investigation and comparison, including letters from and interviews with publishers, printers, engravers and advertisers.

"The statistics gathered for this study leave no doubt that, for many advertisers, color is vastly more profitable than 'black and white.' Every investigation that has been made has demonstrated this fact. Many investigations have also demonstrated that color is more profitable for some advertisers than for others.

"Color advertising undoubtedly will increase, although there is every indication that the curve of increase is flattening out after the spectacular rise it made between 1920 and 1930. With the increase comes a lessening of novelty value. This puts squarely up to the advertiser the problem of getting more value from his color by more intelligent use of his knowledge of what color can do.

"Finally there remains one other question. Has the publisher, because of increased color revenue and inventions which have simplified speed color printing, been able to bring about savings in his costs of color printing? If so, he should pass these on to advertisers, to the end that there shall no longer be the surprising discrepancies in rates charged by various publishers for color."

Seventy-one pages of carefully compiled data on the use of color vs. "black and white" are divided into six well laid-out chapters as follows: Chapter 1. The Purpose of Color in Magazine Advertising. 2. Pulling Power of Color Compared with "Black and White." 3. Comparative Cost of Color Space Rates, Plates, Art Work. 4. Spread Between Color Rates in Magazines as Compared with "Black and White." 5. The Development of Color Printing. 6. The Growth of Color in Magazine Copy.

Two especially interesting features of this study are the brief summary which follows the detailed report at the end of each chapter and the bibliography of color articles in the advertising trade press.

An extremely worthwhile study, for which Fred Davis and his A.N.A. Magazine Committee, H. A. Hey and his A.N.A. Research Council, Bert Haase, the managing director of the A.N.A., and Edward Strassman may be justly proud.

Introducing Mr. Angelo

The art bug bit Emidio Angelo before he had a chance to defend himself, and his first job was in the art department of the now defunct Philadelphia *North American*. In 1924 he entered the Philadelphia



Academy of Fine Arts. In 1927 he was awarded his first Cresson Scholarship, enabling him to study in Europe; in 1928 he won a second. The year 1929 is important because the *Saturday Evening Post* then began accepting his cartoons, a fact which caused him to translate his talent into cartoons rather than illustrations. Angelo's drawings have appeared in the *Post*, *College Humor*, *Collier's*, *Life* and other leading papers. He now contributes exclusively to SALES MANAGEMENT in the field served by marketing and advertising publications. Another of his drawings appears this week.

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Published by Sales Management, Inc.,
420 Lexington Avenue, New York,
Telephone: Mohawk 4-1760; Chicago,
333 North Michigan Avenue, Tele-
phone: State 1266; Washington Bu-
reau, 1099 National Press Building,
Telephone: Metropolitan 3659. Sub-
scription price, \$4.00 a year, including
annual Markets and Media Reference
number; Canada, \$6.50.

Sales Management

Vol. XXVIII. No. 5

October 31, 1931

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The Postman Whistles

Anybody Else, Now?

Editor, SALES MANAGEMENT:

We would like to have permission to reprint in *Retailing* the very clever cartoon, "The Quantity Discount Plan Goes Wild," which appeared on page 14 of the October 3rd issue of your publication. Of course, we will credit SALES MANAGEMENT.—*Harvey E. Runner, Editor, Retailing, New York City.*

Editor, SALES MANAGEMENT:

On page 14 of the October 3rd issue of SALES MANAGEMENT appears a cartoon that is a knockout because it illustrates so aptly a weakness of many business men. We would like very much to have permission to reproduce this in our publication that is circulated to the entire drug trade of the country.—*H. S. Noel, Assistant Director, Advertising Department, Eli Lilly & Company, Indianapolis, Indiana.*

Editor, SALES MANAGEMENT:

Mr. R. T. Stokes, secretary of the Biscuit and Cracker Manufacturers' Association, was so greatly impressed with the cartoon appearing on page 14 of the October 3rd edition of SALES MANAGEMENT that he phoned me and asked if I thought it were possible to reproduce it in our publication, *The Cracker Baker*.

In the biscuit business, as in other lines, the quantity discount plan has gone wild. If you think it is not asking too much, and for the benefit of our industry, I would be glad to reproduce this cartoon in the November issue of *The Cracker Baker*, giving SALES MANAGEMENT full credit.—*L. M. Dawson, Editor, The Cracker Baker, New York City.*

Via telephone: May we reproduce the cartoon entitled "The Quantity Discount Plan Goes Wild," which appeared in the October 3rd issue of SALES MANAGEMENT?—*Merchandise Manager, New York City.*

Editor, SALES MANAGEMENT:

We got quite a kick out of the cartoon shown on page 14 of the October 3 issue of SALES MANAGEMENT with the title "The Quantity Discount Plan Goes Wild." We are wondering whether we could have permission to run this cartoon in our monthly house organ, *The Hextra*.—*G. H. Goebbrig, Blackhawk Manufacturing Company, Milwaukee, Wisconsin.*

Editor, SALES MANAGEMENT:

We would like permission to reproduce the cartoon which appears on page 14 of the October 3 issue of SALES MANAGEMENT.—*James A. Greig, managing secretary, International Stamp Manufacturers Association.*

(Where there is such smoke, there must be a conflagration of reader interest. Permission has been extended to all of the above papers to further the circulation of SALES MANAGEMENT'S drawing.—THE EDITORS.)

Anti-Pessimism Serum

Editor, SALES MANAGEMENT:

I wish to compliment you on the character of the material which is appearing in SALES MANAGEMENT—particularly those articles entitled, "How Should a President Talk to His Salesmen?" "Is Business Bad?" and many others.

It will interest you to know that we have utilized the various articles in question on sales promotion work—for instance, using the article "Is Any Business Worth Any More than Its Sales Plan?" appearing in the September 26 issue, as an outstanding example of how it is possible for any business to succeed irrespective of existing conditions if it is operated on a plan adapted to such conditions.

I am personally acquainted with the various officials of the All States Life Insurance Company of Montgomery, Alabama, and was, in fact, on the ground coincident with its organization, and well remember the pessimistic prophecies as to the possibilities of this company's success at that time, which enables me all the more to appreciate the facts as set forth in your article.—*J. B. F. Amos, advertising manager, The Hedman Manufacturing Company, Chicago.*

(SALES MANAGEMENT will continue to deliver articles showing how companies in various lines are setting new records in sales and profits despite business conditions.—THE EDITORS.)

Memo to Mr. Warburton

Editor, SALES MANAGEMENT:

I am quoting from a letter just received from Mr. John H. Stutt, director of sales, E. I. DuPont de Nemours & Company: "It would certainly be amiss of me if I did not take the opportunity to drop you a little note about the splendid write-up in SALES MANAGEMENT pertaining to the record of the Marietta Chair Company, the sales results achieved and the tribute to your leadership which the article covers in a most interesting fashion.

"I am going to take the liberty of having copies of this article made for distribution to our own boys on the road, as I think the message which you sent to your men and which was incorporated in the article in SALES MANAGEMENT is one of the best-stated letters I have ever had the privilege of reading. I am sure that the results obtained were commensurate with the thought you had to give the subject to compile such a document."

... it would seem that similar stories about concerns that are driving straight ahead and administering the proper medicine to their salesmen might be needed more today than ever to help pull business out of the dumps.—*James H. Warburton, sales manager, The Marietta Chair Company, Marietta, Ohio.*

(The article referred to was entitled "How One Sales Executive Is Putting Fight into the Hearts of His Men"; it appeared September 12.—THE EDITORS.)

Echo from Holyoke

Editor, SALES MANAGEMENT:

Will you please send me a copy of the Population Studies of Principal Markets and Their Tributary Areas, reproducing the very excellent material which appeared in SALES MANAGEMENT, to which I have been a subscriber since Volume I, Number 1.—*Robert C. Fay, American Writing Paper Company, Holyoke, Massachusetts.*

(How many others can match Subscriber Fay's long-distance readership record?—THE EDITORS.)

Unpopular Prophecies

Editor, SALES MANAGEMENT:

I am enclosing a copy of my letter of December 16, 1930. I think an acknowledgment of its receipt was in order.—*R. A. Sturges, Jr., John W. Masury & Son, Brooklyn, New York.*

The letter:

You deserve a word of unqualified commendation for your article "What About Unemployment?" appearing in the current issue of SALES MANAGEMENT.

You have done a courageous, concise and thoughtful bit of writing that touches truthfully at the very roots of the whole situation. It is the only article of its kind that has come to my notice since "unemployment" has claimed the attention of press and public.—*R. A. Sturges, Jr.*

(It may have been because the Christmas rush was upon us, or it may have been just plain carelessness, that Mr. Sturges' good letter went unacknowledged last year. The letter is reproduced here now because subsequent developments have shown how accurate many of the statements then made—See SM December 13, 1930—proved to be. The article was relatively unpopular at the time.—THE EDITORS.)

Golden Hours

Editor, SALES MANAGEMENT:

Please send us fifteen copies of the reprint, "The Golden Hour of Selling." We would like to congratulate you upon these splendid essays on selling. They certainly fit in nicely in a sales program and we'll doubtless use more of them as they seem to fit the case.—*E. R. Barkley, assistant sales manager, The Borden Company, Warren, Ohio.*

(Others who ordered copies of the same page (September 26 SM) included: W. C. Redmon, Sons & Company, Southern Ice & Utilities Company, Hettinger Bros., Ideal Corrugated Box Company, Brooklyn Varnish Manufacturing Company, Burns Bottling Machine Works, Iowa Fiber Box Company, Radiator Specialty Company, O'Brien & Hoover, Richfield Oil Corporation of New York, Wisconsin Food Products Ohio Company, Manchester Neckwear, Inc., Hood Rubber Products Company, Parr Electric Company, Fred Gretsche Manufacturing Company, Greylock Ribbon & Carbon Company, Zenith Radio Corporation, I. Schneiersen & Sons, Inc.—THE EDITORS.)

Very Worth While

Editor, SALES MANAGEMENT:

I feel that Mr. Comyns' series of articles was highly constructive and very much worth while.—*J. E. Greenwell, Ralston Purina Company, St. Louis.*

Significant Trends

As seen by the editors of Sales Management for the week ending October 31, 1931

• • • Trade was fairly brisk last week, many reports indicating that the belated fall season was beginning to get under way in earnest. The lag, encouraged by protracted warm weather, is making comparative figures less easy than usual to read intelligently.

• • • Optimistic talk by steel leaders at the semi-annual meeting last week of the American Steel and Iron Institute has given a distinct fillip to feeling in the industry. Recovery there is slow in starting, but few important iron men now seem to doubt that its advent is imminent. Not that rapid strides are expected.

• • • The average price of commodities rose last week, the Irving Fisher index number touching 68.5 compared with 68.2 in the previous week. In England the advance continued, Crump's index number reading 65.9—0.4 above the week before and 5.4 above that in the week in which the Bank of England suspended gold payments.

• • • Cotton spinners working on a single shift basis put out 88.1 per cent of their capacity in September compared with 81.8 per cent in August and 76.4 per cent in September, 1930. This is an industry which in no uncertain manner has moved up against the tide in response to unremitting intelligent effort.

• • • Large purchases of copper have been made here on foreign account recently, stimulated by the conference called to consider means of checking copper output. Copper at or near seven cents a pound is tempting in view of any prospect, however slight, that overproduction will be taken in hand.

• • • Supporting the view that the country has not gone completely to pot, Director Frederick Feiker of the Bureau of Foreign and Domestic Commerce offered the following evidence last week to the Associated Industries of Massachusetts: \$350,000,000 of national wealth, 40,000,000 persons gainfully employed, \$70,000,000,000 a year of business by the manufacturing industries, and \$27,000,000,000 of savings bank deposits and \$100,000,000,000 of life insurance as "rainy day" provision.

• • • Cigarette production in September was 9,695,138,683—1.8 per cent more than in August but 4.8 per cent less than in September, 1930. The comparative decrease was less than half as much as in August. The comparative decline in production of large cigars was only 3 per cent.

• • • Third quarter earning reports are generally pretty poor, as expected. General Motors' earnings for the first nine months were 21.3 per cent less this year than last year, while in the third quarter the decline was almost 48 per cent. In the case of National Biscuit the falling off in nine months was 13.3 per cent and in the third quarter 23.8 per cent.

• • • U. S. Steel was not much worse off in the third quarter than it was in the nine months, the falling off in net earnings as compared with last year being 81.2 per cent for the three quarters and 86.7 per cent for the last quarter.

• • • But there are many notable exceptions to this rule. Lambert, for instance, did just about as well relatively in the September quarter as in the first three quarters, the decreases being 6 and 5.4 per cent, respectively.

• • • Radio Corporation of America earned its preferred stock dividends in the first nine months of this year, according to preliminary estimates. As this contrasts with a \$3,029,647 deficit after provisions for these dividends in the same period last year, the evidence of improvement in the industry is impressive.

• • • New passenger cars registered in forty-five states during September numbered 121,610, 28.5 per cent less than were registered in the same states in the previous September. This year low-priced cars accounted for 74.3 per cent of the total and medium-priced cars for 22.9 per cent. Last year the percentages were 71.9 and 24.5 respectively.

• • • A reflection of freight losses of railroads to automobile trucks is seen in the statistics of less than carload lots. Total loaded cars (including LCL freight reckoned at five tons to the car) in 1920 were 45,511,733. In 1929 the number was 44,030,522. The number in 1930 had dropped to 37,412,627. Reducing broken lots (the freight trucks carry) to carload lots, the record is: 1920, 10,640,459; 1929, 7,208,654, and 1930, 5,933,344.

• • • Railroads, on the other hand, gained great quantities of freight from the automobile industry. In the classification of manufactures and miscellaneous carload lots increased 2,732,390 cars in 1929 over 1920 and retained 565,251 of this gain even in 1930—the increase being largely in gasoline, steel pieces for cars and trucks, and cars.

• • • The North Carolina chain-store law, the U. S. Supreme Court finds, is just as valid as the Indiana chain-store law. Both are revenue measures that treat chains as belonging to a separate taxable class. The rule may now be regarded as settled in principle. How far legislative bodies may go in making it difficult for the chains to do business remains to be determined.

• • • Curtis Publishing earnings in the first nine months of this year, amounting to \$10,587,385, were only 34.7 per cent less than in the same period last year—not 65.3 per cent as was erroneously stated in this page last week.



Perfect Circle's All-time Sales Record—

How It Was Made

BOTH sales and net profits of the Perfect Circle Company for the year 1931 very likely will be the largest in the history of the company.

During the first eight months our total sales amounted to approximately 20 per cent more than those made during the corresponding period of 1930, while our replacement sales—that is, sales through jobbers and dealers to car owners—increased 61 per cent.

For the first eight months of 1931 our foreign sales showed an increase of 91 per cent, as well as going ahead of the entire year of 1929.

Net profits for the first eight months amounted to \$4.16 a share, as compared with \$2.97 a share during the corresponding period of 1930, and were very near the record earnings made in the first eight months of 1929.

In view of existing conditions, even we have to admit that this is a rather notable performance and it is not sur-

prising that we are constantly being asked how we accomplished it. There really isn't anything particularly startling about it. We ascribe our increase to a number of factors, the most important of which may be stated as follows:

1. Cumulative effects of intensive and consistent advertising and merchandising
2. An improved product
3. Talking motion pictures
4. The general use of more piston rings

The cumulative effects of advertising and merchandising are incalculable. We cannot say in just what measure our present position is due to the constructive work which we have done in former years, but there can be no doubt that this has been a major factor. For the past eight years we have advertised regularly to consumers, as well as to the trade—taking space in the *Saturday Evening Post* and the *Country Gentleman* to reach consumers and in about a dozen

leading trade journals to reach the industry. At present we are using color pages in both our consumer and trade advertising.

We are convinced that such advertising has accomplished a great deal toward educating car owners to install new piston rings when needed and that it has influenced many of them to "demand Perfect Circle's by name," or at least make them receptive to Perfect Circle's when suggested by the dealer.

We increased our advertising appropriation more than 10 per cent this year and we already plan to increase it again next year. A part of the increase this year has been invested in preferred positions in media which we were already using, rather than in additional media.

Our magazine, trade journal and other advertising is well supported by a comprehensive selection of dealer helps.

In our merchandising we have been steadily building up a strong distributor organization and winning a reputation which is largely responsible for our now being able to select the best jobbers in each trading center and for our jobbers, in turn, to secure an adequate number of the most desirable outlets. This has taken much time and it was not until recently that we could feel that our distributing system was perfected.

While strengthening our distributing organization in other respects during the past year or so, we have also augmented it in numbers for the sake of more selling power. We now have approximately five hundred jobbers, as compared with four hundred last year, and these jobbers distribute our product through about three thousand wholesale dealers. At the same time we have added more selling power to our factory field organization, employing twenty-three men at present, as compared with eighteen last year.

Our product has long been one of the leading ones in the field, as is evident from the fact that 80 per cent of car manufacturers use it as original equipment in all or a large part of their production—a great many using it exclusively. We have the largest and best-equipped laboratory in the industry, where we are constantly carrying out research studies both for the purpose of improving our product and of helping car manufacturers solve their problems involving piston rings.

The development of high-compression, high-speed motors necessitated some changes in piston rings. In the new Perfect Circle "85" oil-regulating ring, which we introduced late in

the summer of 1930, we provided a product which has been little short of revolutionary.

This is an exceptional product and we gave it an exceptional introduction. Piston rings are strictly utilitarian—no one ever buys them because they are stylish or pretty or because he happens to see them on a dealer's shelf and desires to possess them. Nevertheless, even piston rings can be attractively packaged to catch the prospect's eye as he glances over the rather drab display on a dealer's shelf.

Packages and Pictures

Several years ago we began using packages of different colors for our various types of rings, partly to distinguish them from one another and partly to make them conspicuous in the dealer's merchandise displays. Then, when we came to choose a package for the new "85" we selected a modernistic one in geometric patterns of silver and black which is exceedingly attractive. This sparkling color combination was further carried out in all our advertising and sales literature until it has become suggestive of the product itself. The container has had considerable influence on the sale of the new product—an excellent testimonial of the effectiveness of modern packaging.

Our one outstanding promotional activity of the year—that of going to the trade with a three-reel *talking motion picture*—was discussed in detail in the June 6, 1931, issue of SALES MANAGEMENT. Let it suffice to say here that our field organization has been exhibiting an educational picture of this kind to the trade since the first of this year, using twenty-three portable outfits for the purpose, and that the results have been most gratifying. Attendance at such meetings has averaged close to fifty and, in all, we have taken our story in this form to more than one hundred thousand men in the automotive industry. We find it easier, cheaper and better to

BY LOTHAI TEETOR

Vice-President in charge of sales, The Perfect Circle Company, Hagerstown, Indiana

The Perfect Circle Company is speeding along to the end of the best year in its history—while hundreds of other concerns wail about depression. Plenty of good hard work coupled with the use of consistent advertising, up-to-date sales tools, and an improved product, explains their brilliant sales and profit showing. Profits for the first six months of '31 were \$494,661 compared with \$368,057 for the same period in '30, an increase of 34.4 per cent.

tell our story to a hundred thousand people in this way than to call on them personally. So far we have used only one film (besides a comedy reel), but we shall undoubtedly prepare another as soon as this one has completely served its purpose.

Strange as it may seem, existing conditions have been in our favor. For the past several years it has been customary for owners to trade in their cars rather frequently. Some of the trade-ins were resold to others and continued in service, but, as everyone has doubtless observed, a considerable percentage of them stood idle on used car lots and in dealers' salesrooms. Stocks of used cars were increasing year after year until the depression came on. Many such cars were never driven long enough to necessitate installing new piston rings.

New Rings for Old Cars

Now that condition has changed. Instead of trading in their used cars on new models, many owners are continuing to drive the old ones. They are literally wearing out their cars in service and this almost invariably necessitates the eventual installation of new piston rings. At the same time many people are buying used cars instead of new ones, with the result that these formerly idle cars are being placed in service and they, too, require new piston rings in time.

In addition, automobiles now have many more cylinders than formerly—and more cylinders means more piston rings. There are now only a few makes of four-cylinder cars on the market. The fours have become sixes and the sixes have become eights.

For these reasons it appears likely that more piston rings are being sold now than formerly, and it is quite logical that a leading manufacturer in this field should do more business. At the same time it must be admitted that Perfect Circle's increase is exceptional. There is more business . . . and we seem to be getting a larger share of it.

"It's a Good Year" Says Mr. Cord, Proving It with Balance Sheets

BY
LESTER B.
COLBY

CORD and Auburn motor car sales in 1931, to the end of September, totaled 32,896 cars. This compares with 13,683 for the entire year of 1930. It is 19,213 more cars than were sold in all of 1930, 10,329 more than in all of 1929. The record year for Cord-Auburn up to 1931 was 1929.

Statistics indicate that the entire motor industry for 1931 is off about 35 per cent. In other words, where 100 persons bought cars in 1930 only about 70 have been buying them in 1931. It would seem that there might be a sales story somewhere in this picture.

Painting the picture of the motor car industry a little more in detail, the lights and shadows reveal that 808 different motor cars have been offered to the public since 1898. Of these only a little more than thirty survive. And that is mortality.

When E. L. Cord took command at the Auburn plant in 1924 the automotive world knew that the company was considered all but dead. Today the Cord Corporation operates eleven divisions, making and selling motor cars, bodies, axles, heavy duty and automobile engines, marine and airplane engines, airplanes, furnaces, foundries, etc.

Every division of the Cord Corporation has *increased its business in 1931*. So a representative of SALES MANAGEMENT set out to learn something of how this was done. There might be interest in it—value, straight thinking, something constructive.

Mr. Cord was coming through from California to Chicago the other

Interested readers may find Mr. Cord's rescue of the Auburn Company related in greater detail in "Sales Policies that Pulled Auburn out of the Red," SALES MANAGEMENT, May 1, 1926.



Cord: "Get busy and grow!"

An associate met him at the airport and, as is the customary thing these days, asked him:

"Where is business going?"

Mr. Cord replied:

"If the country's going to hell, why worry? If it is, the thing to do is to shut up shop, quit, and go along with it with a smile. If it isn't, get busy and grow—for now's the time.

"You can look at a business today and see what kind of guts it's got behind it. We ought to invent a nice parlor word meaning guts and use it.

There never was a time in the history of America when there were such chances, such opportunities, for the man who's got 'em."

And right here it might be put down that the Cord organization is spending more

money for dies, for new machinery, for invention, for development and in its hunt for new ideas than it has at any time in its history.

One of the Cord divisions manufactures the Spencer heater. The furnace business, as the world will tell you, is among the dearest of the dead in this year 1931. But Spencer furnace sales in dollars values have been increased more than 50 per cent.

How? A new heater was placed

day, bringing his family. How did he do it? He loaded Mrs. Cord and the smaller Cords into his personal airplane and came—most of the time at an elevation of 12,000 feet.

on the market. It burns gas, gas and coal at the same time, or coal. It is automatic. By a clever device, when the day is just a bit chill, the gas goes on. When the weather gets colder a magazine is filled with coal. When more heat is needed the gas ignites the coal and when enough heat is generated the gas goes off.

Reversing this order, when the weather warms the coal is shut off and the gas alone does the work.

The Cord theory of getting business is this: "When business is bad do something about it."

A Chicago friend of E. L. Cord, an important financial man, recently said to him:

"Cord, you've done a good job this year."

"I haven't done a thing but swim in the Pacific," he replied. "The boys have done a good job."

He meant by "the boys" the men he has built up in his organization. Going back to the record sales of Cord and Auburn cars, R. H. Faulkner, an automobile salesman back in 1924, is president of the Auburn company. He might be able to shed a little light.

"We have done well in this year of depression very largely because we have long known what a depression is," he said. "Auburn was in a depression when Mr. Cord came with the company. That year the production capacity of the automotive industry was about twice requirements.

"We didn't have any money and not a banker anywhere would loan us any money. We had very few dealers, no clientele, no public acceptance, little net worth. The outfit seemed about done.

"It was right there that we learned to fight. We learned to take it on the chin. We weren't fighting set-ups. It was put the socks over or take the count. And there wasn't any minute between rounds.

"Mr. Cord looked the plant over, checked up assets and liabilities, and

(Continued on page 178)



Faulkner . . . turns in a 220 per cent increase.

IT RIDS YOUR HOME OF DUST AND DIRT,
IT TAKES CARE OF ALL HOUSEHOLD WORK
A CUTE ATTACHMENT CLEANS THE RAIMENT,
IT'S YOUR'S FOR JUST A WEE DOWN PAYMENT.
A MASTERPIECE FIT FOR THE LOUVRE, A
NIFTY CLEANER IS THE HOOVER!



Emidio D'Angelo

☐ Radio technique is applied to house-to-house selling.

Robert B. Rose,
general manager and
sales strategist,
Meterice of America
Company, Ltd.



BY
LAWRENCE M.
HUGHES

Refrigeration Goes Like Hot Cakes Under Meterice Store Sales Plan

METERICE appears to be just another slot-machine and yet . . .

Gimbel Brothers, Philadelphia store, which had sold 400 electric refrigerators in the entire year 1930 without it, sold 700 in seven days with it.

The May Company, Los Angeles store, which had sold \$74,000 electric refrigerators in the fiscal year ending January 31, 1931, sold \$102,000 in one week with Meterice a few months later.

Bloomingdale's, New York; the Hartman stores, throughout the midlewest; Crowley-Milner, Detroit; the Emporium, San Francisco; the Boston Store, Milwaukee; Jordan-Marsh, Boston—department, furniture and even piano stores in almost every city of more than 350,000 in the country, and in a number of smaller places—have made similar sensational increases in their refrigerator business since Meterice of America Company, Ltd., Los Angeles, told them this summer and fall about a plan for selling refrigeration, without down payments, at twenty-five cents a day, through an ingenious device on top of the box.

Introduced last April, production at the company's Los Angeles plant has

been stepped up 1,000 per cent since June. Later Meterice will be sold for electric washing machines, ranges, oil burners, air conditioners and other appliances in daily use, Robert B. Rose, vice-president and general manager, told SALES MANAGEMENT in New York this week. The company is especially interested in the possibilities of the oil burner field.

Meterice is a small, neat device placed on top of the refrigerator. The quarter in the slot operates a clock, giving current for twenty-four hours. Once a month collections are made by the store and the amount credited on the purchase. When the refrigerator is paid for, Meterice is removed and a bill of sale issued to the customer.

Most stores sell four or five brands of refrigerators under the plan—the average sales check being around \$190. Models retailing up to \$225 (in some instances \$200) are sold without down payment. For those above that level a down payment equal to the difference is first extracted. To the list price is usually added a 6 per cent carrying charge. The maximum payment period is two and one-half years. To simplify the process as many as eleven quarters

may be deposited at one time. No quarter, no refrigeration. The coin pays only for the appliance; it does not include the "juice."

On oil burners—next in line among Metericed appliances, Mr. Rose said—the daily charge will probably be fifty cents.

Meterice is the idea and invention of Hugh R. Smith, now chairman of the board and vice-president of the company. Tom and Morton May of the May Department Stores Company of America became so intrigued with it that they bought a substantial interest in the company, of which Tom May recently was elected president.

The job of building up distribution for it, however, rests primarily on the shoulders of Mr. Rose. Except for letters to store presidents, he did it almost entirely without advertising (the first business paper copy started a couple of weeks ago). He signed his letters "Bob" Rose. Most of the big store presidents knew him by that nickname. Starting on the west coast, he worked eastward—interviewing not buyers but major executives of stores, usually presidents. He wanted to show how the Meterice plan would bring people into their stores.

Bob Rose, incidentally, underwent

pretty thorough "preparation" for his job. For twelve years he was merchandise manager of R. H. Macy & Company, New York—resigning to form a system of radio departments for forty-two department stores from coast to coast. Between 1924 and 1928 the R. B. Rose Company built up the largest retail radio business ever done by one concern. He then became general manager of Landay Brothers, New York music-radio store chain, and in six months threw out that company's red ink.

His success with Landay brought him to the attention of the Bankers' Trust Company, who persuaded him to join the American Piano Company as vice-president, at a much larger salary.

In the fall of 1929 the National Carbon Company decided to cut out the manufacture of its Eveready radio sets. With some 40,000 of them on their hands, they called in Bob Rose. Did he think he could get rid of the sets for them? Yes, he thought he could.

Resigning from American Piano, he engaged a suite in the Hotel Commodore, New York, and sent the word out to buyers. He must have made a good presentation. They came to him from all over the country, and within three weeks he not only sold all of those sets, without putting his foot out of the door of his suite, but made as much on a commission basis in that period as he could have made as vice-president of American Piano in three years.

Then Ben Platt of the Platt Music Company of Los Angeles (operating thirty stores) invited him west to become general manager. A year or so ago Mr. Smith walked into his office there with his new Meterice device.

Mr. Rose's decision to join the Meterice Company came as a result of a test in the Platt stores. Beginning in April, the Platt refrigeration department was operated under the Meterice plan for a period of ninety days. A detailed record of expenses was kept—including advertising costs, selling costs, collections, repossessions and other information necessary to determine whether or not the plan was practical.

"During this time the Platt company put out several hundred refrigerators with Meterice attached," Mr. Rose explained. "It found that at least 40 per cent of its customers had paid their quarters in advance and that only one customer in all this period was behind in her payments.

"The May Company Department Store of Los Angeles was watching the progress of the campaign and on

June 15 made arrangements by which the Platt company leased its refrigeration department. In the fiscal year ending January 31 the May refrigeration department did a total business of \$74,000. On Sunday, June 21, the May company inserted an advertisement in one newspaper (the Los Angeles Times) and, following this up with two smaller advertisements during the week, sold \$102,000 worth of refrigerators during the first week and obtained enough prospects to keep its crew of 100 men busy following them up for at least thirty

What! No Down Payments?

The vice-president of Jordan-Marsh, Boston department store, was interested in the Meterice plan, but said it was against the company's policy to sell on time without down payments. There would be too much trouble with repossessions.

But Robert B. Rose was sure that once people were enjoying the advantages of electric refrigeration, they would not part with it. "I believe," he said, "that you can count on the fingers of both hands the number of refrigerator repossessions Jordan-Marsh had last year."

The vice-president was skeptical. He called the credit department and found that the store had been forced to take back only two refrigerators last year. Still skeptical, he called the refrigeration department, and was told the same figure.

And Jordan-Marsh signed for the Meterice plan.

days. Since that time it has been advertising regularly on a smaller basis, and this has been sufficient to keep its sales averaging about \$7,000 a day.

"These sales are made, to a great extent, to friends of original purchasers of refrigerators under the Meterice plan as well as to other prospects obtained on the floors in response to advertising. The cost of advertising in this department is averaging about 1 per cent.

"Because of the appeal of the Meterice plan, which brought hundreds of people into the store, the May company salesmen were able to sell 30 per cent of the refrigerators along conventional lines. In other words, during that week \$30,000 worth of refrigerators were sold under the straight contract plan, and \$72,-

000 worth under the Meterice plan. This means that Meterice was responsible for selling in one week almost 50 per cent as many refrigerators under the straight plan as were sold in an entire year, plus the equivalent of an entire year's business through the Meterice plan.

"Under our Meterice plan, as under the conventional plan, a customer signs a regular purchase contract—the only difference being that under the old plan she agrees to pay monthly, whereas the Meterice plan enables her to pay daily. Patent, trade-mark and copyright protection fully eliminates all risks."

The trouble with most specialty selling, in Mr. Rose's opinion, is too much "porch-climbing and foot-in-the-door" work on the part of salesmen trying to find buyers for *products* and not enough emphasis on *service*. "If you can get people to appreciate the value of your service," he said, "you don't have to go to them—they will come to you."

"After ten years of intensive sales effort electric refrigeration is in only about 15 per cent of the nation's wired homes," he explained. "But after only five or six years of similar effort—in some cases not so intensive—radios are in about 70 per cent of the wired homes. Why? I think it is because the radio people have learned better the story of their product. They have brought people into their stores not because they sold merchandise but because they sold the romance of what their merchandise would do. We are selling not a device but a plan—an easy method of acquiring a service which, once it is in the home, becomes indispensable. We help in selling not refrigerators, but refrigeration service."

Meterice is not sold on an exclusive franchise basis. Although at present the company has usually but one store customer in each city, the number will be extended. The refrigerator manufacturers have shown a lot of interest in it.

"We sell not only Meterice equipment, but organize a store's selling organization and provide it with displays and other materials necessary to put the job over," Mr. Rose concluded.

"And we don't try to sell the store buyer on the plan. We purposely make it harder so that the buyer cannot consider it alone—he must refer it to the head of the store. Then we sell the major executives in a group."

Headquarters of Meterice of America Company, Ltd., are in the Pacific National Building, Los Angeles.

Get that HAM!

Frequent bulletins and broadsides, humorously illustrated, stimulate and sustain interest in sales contests of the Tom Huston Peanut Company.

BY

TUCKER WAYNE

*Advertising Manager,
Tom Huston Peanut Company,
Columbus, Georgia*

Pajamas and Hams Put Kick Into Our Sales Contests



THERE are four "planks" in our platform for a contest among salesmen for the Tom Huston Peanut Company. They are:

1. An original theme.
2. A number of "out-of-the-ordinary" prizes of moderate value.
3. A play-up on the pride and joy of winning.
4. A consistent follow-through.

Several of our contests which illustrate how these points are put to work are briefly outlined below.

Pajama Contest—This contest was staged during the month of December. The prizes offered were the latest style pajamas of attractive colors. Since our daily occupation is selling Tom's Toasted Peanuts and kindred products, one would hardly expect pajamas as contest prizes and they created a real sensation among our 200 salesmen. The men were allowed to set their own quotas and, much to our surprise, a large number of them decided on a much higher figure than we had in our own minds.

As you might surmise, a great deal of comedy was injected into the contest. The first step in putting the campaign in motion was a 4 by 7½ inch teaser card mailed to all the salesmen a week in advance of the

contest. This card was illustrated with a tall, thin, bow-legged man wearing a much-too-short night shirt. He was shown standing in a thoughtful mood and picturing himself in a dashing pair of pajamas. The bottom of the card read "Give Yourself That Gift of Charm!"

A few days later an amusingly illustrated broadside was sent to the salesmen together with a letter announcing the contest, both being in a humorous vein. The letter pointed out that the change from night shirts to pajamas was an important event in any man's life. . . . "Just consider, Bill, how close your night shirt has been to you. But even the cat's pajamas can't compare with these new, modernistic slumber suits. You'll like 'em so well, you'll even want an extra pair of panties." The close of the letter played up the pride and joy that came from winning. It was handled in this way. A large Christmas tree had been placed in our office, and as soon as a salesman reached his quota he was told to wire us and his name would go on the tree. Each salesman was made to feel that his name on the tree was his Christmas gift to us.

Every letter mailed to our salesmen

during December had a slogan at the bottom about the pajama contest. A different one was used each week, such as "Graduate to Pajamas," and "Be Modern—Wear Pajamas." In addition, several letters about the contest were mailed during the month stressing the fact that while a new, fashionable pair of pajamas was a prize worth having, the biggest thrill came from winning . . . "the fact that the usual December slump could not hold you back."

This contest was so successful that we were able to buy pajamas for the salesmen at wholesale prices because of the size of our order. All of which goes to show what a simple but unusual prize and the proper spirit can do.

Ham Contest—The prizes in this contest were peanut-fed hams. If you've ever eaten a peanut-fed ham, you know here is "ham what am" and can appreciate the huge amount of interest the prizes stimulated. The theme of the contest was "Get that Ham."

A broadside announcing the contest was sent to the salesmen illustrated with a man whirling through the air as friend pig passed between

(Continued on page 178)

WHAT ABOUT ADVERTISING RATES IN 1932?

An Important Announcement from True Story Magazine

SHOULD advertising rates and circulations follow present day economic trends?

True Story says "YES".

And in announcing a rate adjustment based on a circulation of 1,800,000, we back this statement with definite action.

This is a deliberate choice—a choice based on our firm belief that newsstand sale at a quarter a copy is the advertiser's best assurance of real purchasing power and high reader interest.

Any student of the publishing business will agree that True Story could easily maintain its present guarantee of 2,000,000 by forced circulation methods.

But we do not believe that such circulation would be giving the advertisers the dollar-for-dollar value that they get from circulation based on True Story's traditional policy of more than 90 per cent newsstand sale.

For newsstand sale at 25 cents a copy is an effective, immediate gauge of current buying power.

Newsstand sale at 25 cents follows the pay-rolls. That isn't theory. It's a fact that any True Story representative can support by actual sales figures.

In cities where unemployment is particularly acute, figures show True Story newsstand sales

are down. Where general conditions are good, newsstand sales are up.

We feel that circulation based on this voluntary newsstand sale is the only way a magazine can search out the employed—the only way that you can buy circulation with every bit of the water squeezed out.

So, in making this adjustment on a basis of 1,800,000, we believe we are bringing True Story directly in tune with today's economic trend.

At 1,800,000, True Story still has the greatest newsstand circulation of any magazine—regardless of price! And True Story's average circulation for the first nine months of 1931 was 1,950,000.

Effective with the January 1932 issue True Story's guarantee is 1,800,000, 90% newsstand and the adjusted rate scheduled is as follows:

Full Page	\$4000.00
2 Columns	2800.00
1 Column	1400.00
Line Rate	11.00
4 Color Inserts	6750.00
Back Cover	9000.00
Inside Covers	6750.00

TRUE STORY

The magazine with the largest newsstand circulation in the world

Austin Presents "Free Motoring"; Purchase Price Covers Costs

BUTLER, PA.—Every new purchaser of an American Austin car in Pittsburgh, Philadelphia and Butler will get free oil, gas, tire repairs, tire replacement (if necessary), general repairs, repair parts and greasing for a year—or for the first 7,500 miles under a new "Free Motoring" sales policy launched this week, Russell K. Jones, vice-president in charge of sales of American Austin Car Company here, informed SALES MANAGEMENT. "With his new car the customer gets a book of tickets, good for gas and oil at any filling station of the Gulf Refining Company," Mr. Jones explained, "and a certificate which entitles him to free service and repairs at our local factory-supervised service station."

Under the plan five models are available, either on cash or on time payments. The delivered cost of the standard coupe, for example, including Free Motoring, is \$435 cash, or \$150 down and \$27 a month. The runabout is sold on the same terms; the cabriolet, \$515 delivered, or \$175 down and \$32 a month, and the deluxe coupe \$485, or \$167 down and \$30 a month. The company is also selling a delivery model in this manner.

"The Free Motoring plan is based on the idea that people would rather ride at someone else's expense than their own," Mr. Jones continued. Adapting the Free Wheeling name popularized in the last year by Studebaker Corporation and a dozen other automobile manufacturers, the American Austin Company employs it to emphasize the economy of operation of the car. "We want to show that the Austin offers the lowest cost power transportation in the world, including street car and motorcycle."

"Our plan, which will be tried elsewhere when opportunity presents itself, is offered to persons of pruned budgets. We know it will work because in the last few days, when only a few persons outside our plant knew anything about it, we have been besieged with telephone calls, wires and letters asking for more details."

The purchaser must bring his car in to an authorized Austin Free Motoring service station for inspection, after having driven 500, 1,000, 1,500 miles, and every 1,000 miles thereafter.

At the end of a year or 7,500 miles, Mr. Jones pointed out, "the resale value of an Austin is from \$325 to \$275, based on a delivered purchase

price of \$435. Under Free Motoring if the car is sold at the end of the agreement period, the purchaser gets 7,500 miles of motoring at a cost of not more than about \$160, which works out to slightly more than two cents a mile, in a new car."

The plan is being introduced in full-page newspaper advertising in Philadelphia, Pittsburgh and Butler.

Lucky and Camel Lock Promotional Horns in New Campaigns

NEW YORK—A new newspaper campaign on the "natural freshness" of Camel cigarettes will be launched by R. J. Reynolds Tobacco Company next week in 2,500 daily and weekly newspapers, SALES MANAGEMENT learned this week. Page space will be taken in most instances—the appropriation for this purpose in the next two months totaling, it was said, \$2,000,000.

Meanwhile, on the temporary retirement of B. A. Rolfe, director of the Lucky Strike orchestra, on doctor's orders, the American Tobacco Company announced that three orchestras, in New York, Chicago and Los Angeles, will fill the bill alternating for the first four weeks. Andy Sanella, member of Mr. Rolfe's orchestra as well as a conductor on other programs, will preside over broadcasts from New York; Wayne King, from Chicago, and Gus Arnheim, from Los Angeles. Later other directors from the United States and Europe will take their turns.

Half Fares for Children on Century Air Lines

CHICAGO—Century Air Lines has started in to encourage juvenile air-mindedness by inaugurating half-fares on its lines for children from three to twelve years, and carrying babies up to three years free of charge.

Company officials estimate that of the 40,213 passengers which their lines have carried in the last six months between Chicago, Detroit, Cleveland, Toledo and St. Louis, 11 per cent were twelve years or younger.

Electric Refrigeration Men Plan \$3,000,000 Cooperative Drive

NEW YORK—The "greatest cooperative selling and advertising activity in the history of American business" was planned for next year at New York this week by the executive committee of the Electric Refrigeration Bureau, a group sales organization sponsored by the National Electric Light Association.

About \$3,000,000 will be spent in newspapers and magazines in 1932 under the direction of the national and local bureaus, J. E. Davidson, of Omaha, national chairman, announced. Including the expenditures contemplated by individual electric refrigerator manufacturers, the total amount of promotion by the industry in newspapers and magazines will cost about \$18,000,000.

"Our experience this year has proved that intensive cooperative advertising and selling can produce results in spite of the present economic stress," Mr. Davidson said. "At the beginning of 1931 our plans called for the expenditure of \$2,000,000 for cooperative advertising by the national and local Electric Refrigeration Bureaus. Our goal was the sale of 1,000,000 refrigerators this year. Reports from local bureaus indicate that we shall surpass this objective. The total value of the refrigerators sold will be \$250,000,000."

The bureau's slogan will be "Another million refrigerators to be sold in 1932."

"More than 8,500 cities and towns in every state and in Canada, Hawaii and Porto Rico are participating in the program," Mr. Davidson added.

Hudson Drive Will Pave Way for New Models

DETROIT—To clear up dealers' stocks of present models, in anticipation of introduction of new models in January, the Hudson Motor Car Company will launch an intensive campaign next week in the *Saturday Evening Post* and in forty-five large city newspapers. Six spreads in the *Post* and six newspaper pages will be used up to the second week in December.

At that time dealers will be supplied with "Watch Hudson" window posters, distributors will put up teaser outdoor posters, and business paper advertising will begin on the new Hudson and Essex models.

This will be the first Hudson advertising prepared by Erwin, Wasey & Company.

*We'd Like to Ask
and Answer a Question:*

Is Climate a Real Factor in Los Angeles Advertising?

YES—so important that to ignore it would be like trying to play bridge blindfolded.

Without going into all the climatic ramifications—the effect on dress, sports, buying habits, store architecture, etc.—let us confine attention to the main, dominating influence.

Briefly, the semi-tropical climate of Southern California engenders an outdoor "complex," and this in turn gives rise to a preference for single-family homes. People in general surround themselves with all the lawn and garden room their means will permit.

As a result, Los Angeles has more homes per capita than any other large American city, with 217 dwellings per 1,000 population, as against 73 dwellings per 1,000 population in New York. Moreover, due to the large ground space per home, less than 3,000 average Los Angeles dwellings can be accommodated in a square mile, with no allowance for vacant lots, stores, schools and parks.

Hence it is easy to see that a large population must of necessity spread out over an immense area. That is why Los Angeles has overflowed its boundaries, built up 24 neighboring cities of 10,000 to 142,000 population, and created the most intensively-developed countryside in the United States. Today, more than half the market's 2,500,000 consumers live outside the corporate limits of Los Angeles.

How does this affect advertising? Because, due to the large area of *intermingled* homes, country places and small orchards, only a morning newspaper can render a satisfactory market-wide service. If an afternoon paper



leaves the press early enough to percolate throughout the 2,500 square miles, it can print little but a rehash of morning news, which makes it unacceptable to the reader. If it holds back for the news, it arrives at surrounding points too late for distribution. Thus the market is inherently a morning field, made so by climate. Morning circulation, and only morning circulation, can or does cover the ground.

But there is yet more to tell. Morning circulation to meet the conditions must be morning in fact as well as in name. A paper with a morning date line but sold in the afternoon or early evening is essentially an afternoon newspaper. Like other afternoon newspapers, it is incapable of securing community-wide coverage.

Climate therefore leads to the Los Angeles Times, which has the largest morning circulation in the Los Angeles market. Over 98% of Times' circulation is printed subsequent to midnight. Transported before dawn over open highways, it is delivered directly to homes from the heart of Los Angeles to the rim of the market. Its matchless home-read city circulation is balanced by the largest available coverage in the surrounding area with its more than 1,250,000 consumers.

This market-wide, home-delivered coverage, reinforced by a high degree of reader confidence, has made the Los Angeles Times outstanding as the sales medium in its field. It repeatedly exceeds all western newspapers in display advertising, while in classified advertising its leadership embraces the whole newspaper world.

Los Angeles Times

Eastern Representatives:

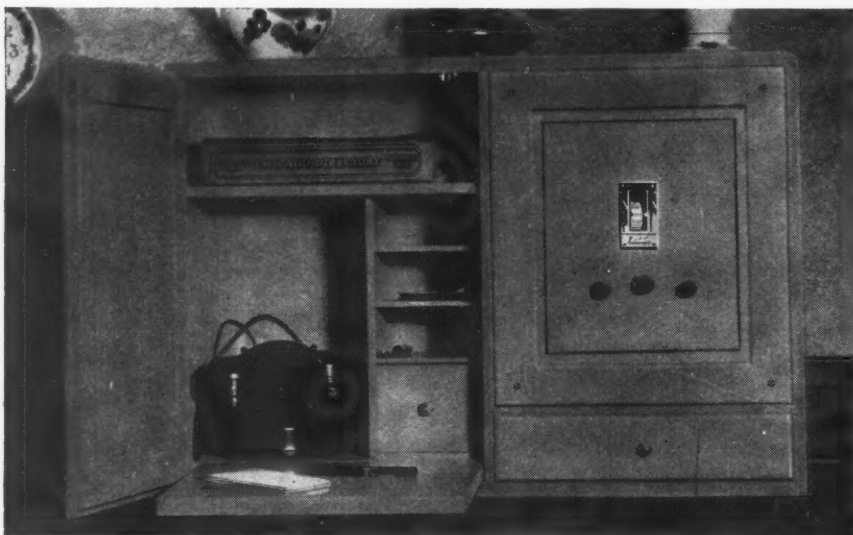
WILLIAMS, LAWRENCE & CRESMER CO.

360 N. Michigan Blvd., Chicago
285 Madison Ave., New York
10-169 General Motors Bldg., Detroit

Pacific Coast Representatives:

R. J. BIDWELL COMPANY

742 Market St., San Francisco
White Henry Stuart Bldg., Seattle



The Cabidesk contributes both to efficiency and enjoyment

"Kitchen Secretary" Makes Debut; Promotes Second Radio in Home

NAPPANEE, IND.—The Cabidesk—the "housewife's complete home office," with desk, cabinets, telephone space and Zenette radio, has just made its debut under the joint direction of Mutschler Brothers Company here, office tables and kitchen furniture, and Zenith Radio Corporation, Chicago.

Offered in two types, wall and floor (respectively \$62.50 and \$74.50 at retail, with radio and tubes), the new Cabidesk may be had in green, gray, white or unfinished. In addition to systematizing the management of the home, it is intended to popularize the idea of a second radio.

At the outset the Cabidesk will be distributed through Zenith distributors and dealers. Later the facilities of the Mutschler organization of furniture and department stores will be added—the pieces being made up by Mutschler to accommodate the sets of other radio manufacturers.

"Furniture and department stores are using various kinds of radio equipment and it was our thought that to start in this field would necessitate quite a lot of detail," Carlyle A. Mutschler, advertising manager, explained to this magazine. "This difficulty we are endeavoring to avoid by merchandising our proposition at first through a large organization using one definite type of radio."

In a letter to Zenith distributors the Mutschler company enclosed colored photographs of both types, open and closed, Cabidesk folders and a detailed sheet to give the retail salesmen something to talk about. There was

also a suggested letter to be used by the Zenith distributor to his dealers. A. T. Haugh, general sales manager of Zenith, anticipated this with a letter to distributors in which he outlined the working agreement with Mutschler and described the features and conveniences of the product. A follow-up letter to distributors was mailed by Mutschler this week.

The floor type is being sold to distributors at \$11; the wall type at \$8.40—2 per cent thirty days, sixty days net.

Mutschler is endeavoring to get publicity for Cabidesk in radio and women's magazines. The sheet to retailers mentions the fact that 162 radio programs devoted exclusively to housewives' problems are broadcast daily.

Johnson & Johnson Manager Covers Trade in Autogyro

NEW BRUNSWICK, N. J.—Confronted with the problem of spending at least twelve hours in each of sixteen cities in the middlewest and southwest in a little over two weeks, Robert Wood Johnson, general manager of Johnson & Johnson here, has bought a Pitcairn Autogyro.

Mr. Johnson is to make an intensive survey of economic and business conditions throughout the middlewest. He will also visit wholesale druggists in Fort Wayne, Chicago, Indianapolis, Terre Haute, St. Louis, Kansas City, Wichita, Oklahoma City, Tulsa, Joplin, Springfield, Missouri, Fort Smith, Little Rock, Memphis, Evansville, Louisville and Atlantic City.

ABC Votes Assessment on Members to Meet Drop in Revenue

CHICAGO—Confronted with an operating deficit in the current year of \$53,698, of which \$38,463 was attributed to rising costs in making audits and the rest to a decline of fifty-three in memberships, the Audit Bureau of Circulations, in annual meeting in Chicago last week, passed a resolution empowering the board of directors to make a special assessment on members.

P. L. Thomson, public relations director of Western Electric Company, New York, was re-elected president and chairman of the board, and O. C. Harn, Chicago, continues as managing director.

With the addition of Felix Lowy of Colgate-Palmolive-Peet Company, Chicago, and Howard Stodghill, Louisville *Courier-Journal*, the personnel of the board remains the same.

Mr. Lowy succeeds the late M. F. Rigby of Studebaker Corporation, and Mr. Stodghill replaces J. F. Bresnahan of the former New York *World*. Present membership of the Bureau is 1,950, divided as follows: national advertisers, 137; local advertisers, twenty-eight; advertising agencies, 176; newspapers, 1,045; weekly newspapers, twenty-eight; magazines, 191; farm papers, sixty-nine; business papers, 276; miscellaneous, one.

The job of auditing, Mr. Thomson explained, is becoming more complex every year, and because publishers have demanded reports more promptly an increase in the staff has been necessary.

United Air Lines Find 65 Per Cent of Firms Employ Plane Travel

CHICAGO—Seventy per cent of 784 business concerns who replied to a questionnaire of the United Air Lines, transport subsidiary of United Aircraft & Transport Corporation, favor the use of air transportation to stimulate their business, and 65 per cent mentioned that some of their executives and representatives now travel by air—the average number for each concern being four.

The principal purposes of these air trips, in order, were: executive, sales, traffic, service, inspection and engineering.

Most of the concerns surveyed are in the west. All of them were capitalized at more than \$100,000.

Account Changes

CORDLEY & HAYES, New York, water coolers, to James F. Newcomb & Company, Inc., there.

A. S. HINDS COMPANY, New York, subsidiary of Lehn & Fink Products Company, Hind's Texture Cream, Cleansing Cream and Toning Cleanser, to Erwin, Wasey & Company, Inc., there.

DIPLOMAT PRODUCTS, INC., New York, Diplomat boned chicken, chicken soups and noodle dinners, to Grant & Wadsworth and Casmir, Inc., there. Metropolitan newspapers in Eastern cities.

HORLICK'S MALTED MILK CORPORATION, Racine, Wisconsin, to Lord & Thomas and Logan, Inc., Chicago.

BLACK FLAG COMPANY, Baltimore, Black Flag insecticide, to Batten, Barton, Durstine & Osborn, Inc., New York.

CANADIAN PACIFIC RAILWAY COMPANY, Montreal, steamship advertising in the East and Middlewest, to Kenyon & Eckhardt, Inc., New York. This agency will be closely associated with the Chicago office of Ruthrauff & Ryan, Inc., which has been appointed to direct the rail advertising in that territory.

STOUGHTON COMPANY, Stoughton Wisconsin, highway transportation equipment, farm wagons, bob-sleds, motor trucks and fire apparatus, to Klau-Van Pietersom-Dunlap Associates, Inc., Milwaukee. Trade papers and direct mail to promote a new Cushioned Fifth Wheel Trailer.

HEMMETER CIGAR COMPANY, Bay City, Michigan, to Samuel M. Sutter Agency, Detroit.

A. E. KUNDER COMPANY, Goshen, Indiana, flower bulbs, seeds, roots, etc., to Wm. H. Rankin Company, Chicago.

RITE-WAY METAL PRODUCTS COMPANY, Saranac, Michigan, mash feeders, non-freezing poultry fountains, to C. J. Ollendorf Company, Chicago.

RADOLEK COMPANY, Chicago, radio and accessories, to Kirtland-Engel Company.

CHICAGO VACUUM EQUIPMENT COMPANY, Chicago, to Hewett-Crouse Advertising Company there.

I. J. GRASS NOODLE COMPANY, Chicago, to Fred A. Robbins, Inc., there.

Introduce Liquid Coffee

SAN FRANCISCO—Jones-Thierbach Company, here, soon will introduce Lady Grey Liquid Coffee, to be sold in eight-ounce bottles.

CHICAGO—Charles R. Frederickson has been elected chairman of the executive committee and general manager of the American Colortype Company, George W. Reynolds continuing as chairman of the board of directors and Edwin Lennox as president of the company.



What organized AIR TRANSPORTATION is doing for the business man

American Airways maintains definite standards of operation throughout its nationwide system. It offers the business traveller values beyond mere point-to-point transportation. These include:

Dependability. Through constant inspection and overhaul of its mechanical equipment, plus rigid and vigilant supervision of its trained personnel, American Airways provides a swift, *dependable* means of transportation.

Economy. American Airways has the resources and experience to provide the proper type of equipment for use in varied travel territories—and to operate this equipment at established rates which add to that economy of time which air transportation affords.

Convenience. American Airways provides a service that is easily obtained and quickly used. Its ticket agencies (hotels, travel agents and telegraph companies) are completely equipped to give all information wanted without delay, and to give it courteously—by phone if desired.

For literature on our travel planning service, and reservations, call or write any American Airways office. Reservations also at leading hotels, travel agencies, or Postal Telegraph offices.

AMERICAN AIRWAYS Inc.

COAST TO COAST—CANADA TO THE GULF

Connecting 58 American Cities with Air Mail and Air Passenger Service.

Hardman, Peck Campaign Keeps "Hands" Busy

NEW YORK—"Their hands shall not be idle," says Hardman, Peck & Company, manufacturer and retailer of pianos—and they aren't.

To keep its factories busy, the company ran a no-profit sale at its New York stores last January which proved so successful that it has just been repeated on a more intensive scale—double-trucks being taken in five newspapers to show the "hands" at work on various phases of the process of making pianos.

The double pages this month brought more than twice as much business as single pages in January, Ashley B. Cone, president of Hardman, Peck, said. More than 200 instruments were sold at the New York stores—forty of them in one day. It is estimated that the sales volume for the eleven days of the October sale was more than \$100,000.

Frosted Foods Equipment Enters Harvest Fields

NEW YORK—The invention of portable equipment for quick freezing of perishable foods near their source on cattle ranges, in truck gardens, orchards and on fish piers, has just been patented, General Foods Corporation announced this week.

The process will be used under the basic patent rights of the original Bird's-eye process, and is already available at harvest fields in several places in the East. Its advantages are said to be increased freezing capacity per unit of space, faster loading and unloading, quicker freezing action and smaller capital investment.

Johnston & Johnston Offers "Self-Feeding" Cotton

NEW BRUNSWICK, N. J.—Red Cross Roller Package cotton, containing a strip of cotton three inches wide and twelve inches long, placed in an inner container at the top of which is a slot through which the cotton feeds, is being introduced by Johnson & Johnson here.

An introductory campaign is being run in Chicago and nation-wide distribution will be effected soon.

SPRINGFIELD, MASS.—Henri L. Marindin has been appointed assistant sales manager of the Indian Motorcycle Company, to replace W. Stanley Bouton, resigned.

GE Refrigerator Starts a "25 Canvass Calls Every Day" Drive

NEW YORK—"A careful and systematic analysis of the sales made by the fifty leading 'Toppers' in the United States indicates that 65 per cent of their sales come from canvass," T. K. Quinn, vice-president of General Electric Company, pointed out in an address broadcast over fifty-four NBC stations October 23 to announce to sales representatives of the company throughout the country the inauguration of a plan whereby each of them would make twenty-five calls every day.

"The national average for sales from canvass is 45 per cent in those distributorships doing an average job," Mr. Quinn said.

"Canvassing is to sales what research is to industry. The scientists and engineers who spent fifteen years and \$10,000,000 in devising the General Electric Refrigerator were actually canvassing every possibility or combination of possibilities. That is exactly what the retail salesman is doing when he canvasses. He isolates one by one those prospects upon whom he can concentrate and thus keep his sales up to quota.

And Mr. Quinn added this personal advice: "Don't attempt to sell a refrigerator on a canvass call—sell an appointment; learn in advance the name of every person you canvass; watch your personal appearance; always be courteous; complete at least two evening appointments each day, and always show a brooder film during evening appointments."

Westinghouse Appoints Leavenworth Admrg.

EAST PITTSBURGH—Ralph Leavenworth, assistant general sales manager of the Austin Company, engineering and building concern of Cleveland, has been appointed general advertising manager of the Westinghouse Electric & Manufacturing Company, with headquarters here.

A former advertising manager of the Standard Parts Company, Cleveland, Mr. Leavenworth later joined Paul Teas, Inc., industrial advertising agency, of which he became a part owner. At Westinghouse he succeeds to the position held for more than a quarter of a century by J. C. McQuis-ton, retired.

DETROIT—W. M. Purves, passenger car sales manager for Dodge Brothers Corporation, has become assistant general sales manager.



Bill, Myrt and Marge

"Bill" Wrigley Presents Gum-Chewing Hoofers in Broadcast Debut

CHICAGO—Bill Wrigley's secret can now be told. Ever since it was revealed (SM, October 17) that the William Wrigley, Jr., Company had signed a \$1,000,000 radio contract, and that something "new, unique and original" was promised, the world has been more or less agog. The announcement is ready. Here it is—"Myrt and Marge."

Myrt is Myrtle Vail and Marge is Donna Damrel. Myrt will take the part of a hard-boiled, soft-hearted veteran of the stage—an old head, experienced, knowing her stuff.

Marge is young, a newcomer to the footlights, breaking in under the wing of Myrt. Myrt is largely the part she plays, a veteran of vaudeville and author of the broadcasts. The parts are written out of Myrt's experiences. The listener will hear the jargon of the stage—back-stage and dressing room comedy. The lines will be filled with humor, but there will be no wise-cracking. The name of the show they are supposed to be in is "Hayfield's Pleasures"—which may give clue.

The broadcast, over a CBS network, will buck Amos and Andy in the East, the time being 7 p. m. In the central west it will be at 9:45; mountain time, 8:45; Pacific Coast, 7:45.

DANBURY, CONN.—By "concentrating on two prices—\$5 and \$7," the Mallory Hat Company, of Danbury and New York City, has added 300 retail outlets in the last two months.

Plus Signs

+++ THE CHRYSLER CORPORATION for the first nine months sold 243,251 vehicles as compared with 241,159 last year, and increased its net profit 51 per cent. Third quarter unit sales increased nearly 100 per cent.

+++ GOOD INCREASES in nine months' net profits were shown also by Scott Paper Company, American Zinc, Lead & Smelting Company, Century Ribbon Mills, Sweets Company of America, Inc., Bohn Aluminum & Brass Corporation.

+++ THE CHICAGO GREAT WESTERN RAILROAD COMPANY has declared a dividend of \$2—the first payment since 1919.

+++ BRADSTREET'S compilation of weekly price changes of commodities shows the largest number of increases of any week this year.

+++ BUILDING PERMIT REPORTS from 345 cities having a population of 25,000 or more, show an increase of 6.4 per cent in the number of buildings during September as compared with August, according to the U. S. Department of Labor.

+++ FOUR LARGE CLAY PRODUCTS PLANTS resumed operations this week at 80 per cent of capacity after having been shut down for a long period.

+++ SEPTEMBER SALES OF WASHING MACHINES reached the highest month's total in three years, exceeding the best month of 1929 by 2 per cent and the best month of 1930 by 9 per cent.

+++ RETAIL DELIVERIES of Graham-Paige, Inc., in October are running ahead of last year, and orders for immediate shipment of the Willys-Overland Company in the first half of October were 50 per cent larger than in the same September period and 76 per cent better than in the same period in 1930. The Franklin Automobile Company reports retail sales for the week ending October 10 as the largest since June, and deliveries have increased 50 per cent over the average weekly deliveries in September.

+++ SIX ILLINOIS CITIES—Aurora, Danville, Peoria, Rock Island, Springfield and Sterling—registered gains in employment and pay-rolls in the month ending September 15.

+++ SOME OF THE COMPANIES showing good increases in third quarter 1931 earnings as compared with the same period for 1930 are:

	3rd quarter —1931	3rd quarter —1930
Telaugraph Corp.	\$ 276,534	\$ 259,937
Chrysler Corp.	1,518,966	d 916,108
City Ice & Fuel Co.	1,085,987	983,433
Philip Morris	250,287	195,396
Perfect Circle	241,813	160,459
Household Finance Corp.	1,134,425	1,069,329
Amer. Hide & Leather Co.	29,054	27,145
Monsanto Chemical Works	361,720	173,515
Wm. Wrigley Jr., Co. . .	3,034,608	2,661,007
Int'l. Business Machines Corp.	1,850,633	1,820,116
Mullins Mfg. Co.	17,349	d 25,428
Crosley Radio Co.	84,005	d 223,409
National Tile Co.	25,680	10,618

d—Deficit.

Studebaker salesmen rewarded with Autopoints

*Sales managers may get an
idea from this important
automobile distributor*



**R. H. Keeling, Vice-President
and Sales Manager, Studebaker
Sales Co. of Chicago**

EVERY sales manager knows how valuable a trophy is . . . some article which fosters the spirit of competition . . . in keeping salesmen on their toes. The prize need not be expensive—if it represents real value and usefulness to the salesman who receives it.

The Studebaker Sales Company of Chicago is one of many leading business firms that have found imprinted Autopoint Pencils the ideal token for rewarding outstanding effort on the part of salesmen.

R. H. Keeling, vice-president and sales manager, characterizes the service which Autopoints have rendered him as "very satisfactory." He presents Autopoints to salesmen as prizes for extraordinary accomplishment.

Value far beyond cost

Autopoint pencils represent value far beyond their cost because of the

splendid service this pencil gives. As another sales manager says: "It is really amazing what a bond of friendship an Autopoint creates. Customers and prospects write in frequently and ask for 'another pencil like the one you gave me a year ago.'"

Some firms use imprinted Auto-

points as prizes. Others to carry their sales story "all the way down the line" to those whom salesmen cannot reach. Still others use them where printed advertising is not practicable.

Today as never before there is an outstanding opportunity for you to keep your firm name before clients, prospects, customers and others in an inexpensive yet lasting way. If you have been forced to drop temporarily other methods of advertising, why not let imprinted Autopoints step in and fill the gap?

A free sales plan

Without obligation, we will submit a plan to show you how we believe Autopoints can fit into your selling situation. It will cost you nothing to examine our proposal and it may lead to important benefits. Just fill in, clip and mail the coupon.



NEW!
A "non-slip" tip
of black Bakelite
makes Autopoint
now a better pen-
cil than ever.

AUTOPOINT COMPANY
1801-31 Foster Ave., Chicago, Ill.

SM 10-31

Without obligation, please send booklet, sales-building proposition, prices, etc., on imprinted Autopoint Pencils.

Signed _____

Business _____

Address _____

Autopoint
The "Better Pencil" Made of Bakelite

3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Perfect balance—not "top-heavy."

Autopoint Co., 1801 Foster Ave., Chicago

Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, D. C., October 28.—With the Hoover-Laval discussions terminated by a constructive understanding, with a general restoration of confidence and a thawing out of credit, the Washington viewpoint is definitely encouraging. The consensus of accredited observers is that the worst of the depression is over, and that sound merchandising practices will be productive to an increasing extent.

Soon, according to one authority, we shall observe some valuable benefits from the depression which will accumulate for several years. These benefits will be new ideas of merchandise and merchandising, new and sounder business practices, and a widespread realization of the fact that the problems of one are the problems of all factors of distribution.

Stories of a Nation-Wide Investigation of manufacturing concerns that have shown an increase this and last year appear to have been exaggerated. The President, of course, is furnished almost daily with the accumulations of facts and figures by various government organizations. Several investigations of the kind have been under way for several months, and it is likely that the President is being armed against uneconomic schemes and expedients by existing sources of information, rather than by a special investigation that has been described as "the most elaborate inquiry into the relationship between governmental policies and business stability ever undertaken in an important industrial country."

Agitation for Sales Taxes will grow until the subject is disposed of for a time by Congress. It is generally thought that Secretary Mellon's recent remarks were premature, and that he went a bit further than he intended, although it has been known for several weeks that the Treasury would lend its influence to sales tax legislation. It is understood that Mr. Mellon favors the taxation of matches, automobiles and radio receivers, and an increase in the taxes on cigarettes, cigars and tobacco, with luxury taxes on a large number of articles. The luxury taxes are advocated not only for recognized luxury goods, but also for many necessities, such as clothing, when luxury prices are paid for them.

Meddling and Interference from Lawyers who represent trade associations and individual companies, in trade practice conference matters, are resented by the Federal Trade Commission. In numerous instances attorneys have barged into conferences and solicited individual members of the commission in the interests of themselves and their clients, only to confuse the procedure and delay the outcome. A recent example has been furnished by counsel for the Associated Grocery Manufacturers of America who was recently charged by Chairman Hunt of the commission with misrepresentation and misstatement of fact, following a private conference. Talks on the subject with several members of the commission's organization may be summed up as follows:

The Federal Trade Commission needs and welcomes the advice and counsel of business men regarding all phases of trade practice conferences. It does not welcome the representation of and special conferences with lawyers, whether for the purpose of winning privileges for clients or for their own personal profit or aggrandizement. Neither does the commission want the advice of outside legal counsel, for the reason that it employs a highly qualified and efficient legal staff of its own.

The Modification or Repeal of Trust Laws continues to be a live subject for discussion in government and association circles. Congress may modify, but it will not repeal, the so-called trust laws, and modification will not go as far as the hope and expectation of the proponents. The greatest need is for a clarification of questions regarding certain specific practices. For instance, there have been many recent inquiries regarding the legality of the adoption by an industry of a uniform cost-finding system under an agreement not to sell below cost. If generally adopted, this policy, according to several authorities, would eliminate predatory price competition and furnish a major factor in rehabilitating industry; but the Department of Justice considers such a policy to be on the border-line and subject to possible prosecution. If trade associations, companies and individuals will work for modifications that will clearly legalize policies of the kind, they may accomplish great good; but it is probable that striving for repeal will mean a waste of time and energy.

Increased Business from Local Drives has been reported by manufacturers in the building materials field. The President's Organization on Unemployment has been successful in several of the smaller cities in encouraging home modernization and improvement. Now the campaign is being extended, and the organization is working with many communities on a country-wide basis to give an impetus to the work throughout the fall and winter.

Grocery Prices are divided about equally between those consumers who buy for price and those who buy for quality, according to the indication of a recent survey of fifty-nine stores in Jacksonville, Florida. Seventeen stores reported that their customers were governed mainly by price; eight said their customers wanted quality regardless of price, and the rest of the stores reported that their patronage was about equally divided. The information comes from the Department of Commerce and furnishes additional evidence to prove that the national vice of price-cutting is unjustified.

Revised or Changed Rules in trade practice conference proceedings have been accepted by fifty-four industries, and twenty-one industries have been granted time extensions by the Federal Trade Commission to accept or reject rule revisions. The status of Group One rules is, of course, unchanged, since this group deals with illegal practices; but Group Two rules, covering unethical and demoralizing practices that are not against the law, have had all of their teeth extracted.

GOOD COMPANY

When your advertisement is heard on WLS it is in good company. Some products and some companies are not acceptable on this station.

Many years ago, Prairie Farmer initiated a policy of guaranteeing its advertising. It was a revolutionary idea in those early days, but the editors and the readers were friends, and it was unthinkable that misrepresentation should be permitted.

The advertising policy of WLS comes directly from that long sustained policy of Prairie Farmer. It is as simple as the old code which specifies that a gentleman vouches for any man he is willing to introduce to a friend.



The Maple City Four are "members of the family" in thousands of middle west homes, where they have been singing happy songs for more than four years over WLS. You may have heard them last spring as "The Caterpillar Crew," or you may have laughed at Al Rice playing the "shower-bath wheeze," or at the remarkable effects of the four oc-arinas which they play in their lighter moments.

If your product is suitable for the great middle west market, WLS will be interested in studying your needs, and can build an effective program which will sell.

WLS

The Prairie Farmer Station

Burridge D. Butler, President

Glenn C. Snyder, Manager

Main Studios and Office, 1230 West Washington Blvd., Chicago, Ill.

50,000
WATTS

870
KILOCYCLES

"It's a Good Year," Says Mr. Cord, Proving It with Balance Sheets

(Continued from page 160)

set out to build an organization. He didn't fire a man. He built men while he built his cars and his men knew it. One of the first things he said when he started in was this:

"We can't succeed with high-pressure selling or smart Alec talk. . . . There's only one passport to progress and that's product. We can't relax. People will change and the requirements will change. We've got to change with them or a little ahead of them."

"Early in his campaign of rebuilding Cord laid down these rules:

"Our dealers must make money. There must be no forced commitments. We don't want our dealers to be compelled to make bad trades. So don't push cars down their throats. We want our dealers to earn profits on their capital investments."

"One of his pet sayings was this:

"Beware experts. They know too much about what can't be done."

"In one instance that I recall this belief was illustrated in practice. We were considering a radical innovation in manufacture. We collected all the material we could find bearing on the subject and shortly discovered that dozens of experts had said it couldn't be done."

"Cord looked the entire mass of literature over and remarked:

"With all that ignorance among experts we can safely go ahead."

"And we went ahead—with remarkable success."

When Cord took over Lycoming he was faced with the problem of increasing his market for engines. Cord had never flown in an airplane; in fact, he held them under suspicion. He had even gone so far as to ask his men to keep out of them. He believed airplanes dangerous.

Suggestion was made that he manufacture airplane engines. He thought the matter over, considered it carefully. Then he said:

"If I make airplane engines I'll fly in airplanes. I'll not sell anything I wouldn't use myself."

He ordered a plane, a Stinson, learned to pilot it, became intensely interested, and soon took over the Stinson factory.

He reduced the price of the Stinson four-passenger cabin job from \$12,000 to \$4,995. And having gotten into the manufacture of airplanes he shortly started the Century Airlines connecting Chicago, Detroit, Cleve-

land, Toledo, St. Louis and Springfield with forty planes a day. He also started Century-Pacific Airlines, connecting the major west coast cities.

The Stinson factory has built more tri-motored planes in the last year than all other plants in the United States combined. With its tri-motored and single-motored ships it stands first.

Lycoming developed the straight-eight heavy-duty motor that has stepped up truck traffic from thirty miles an hour to automobile speed. It has revolutionized the marine motor for small craft.

Cord tells his men: "Study, learn, investigate, get knowledge. Your judgment can't exceed your knowledge."

He adds: "No matter how business goes we've still got a whale of a market. What have you got that will help you shovel out your share?"

The Cord Corporation's balance sheet shows some interesting data. The Cord group, which began when Cord ventured into Auburn in 1924 with "very few dealers, no clientele, no public acceptance and little net worth," now shows resources of more than \$50,000,000, of which \$15,000,000 is in cash. It has returned \$12,500,000 in earnings in six years, of which \$8,000,000 has been distributed to stockholders.

And now, one more little sidelight into the personal make-up of Cord:

After he had come into active control of Auburn he used occasionally to slip away. He would, perhaps, drop into some competitor's salesroom and get a job selling cars on commission.

So little known was he that he could give his own name and not be recognized. He thought it fun. He sold cars. He did it, he said, "to keep in touch."

One day he saw a fat woman get stuck while trying to force her way into a car. Next day he put through an order that all doors in his cars should be made wider.

Maybe somewhere in all this lies the clue to the big increase in the 1931 sale of Cord-Auburn cars. The sale of 32,896 cars in nine months of 1931, as compared with 13,683 in all of 1930, if arithmetic is right, is an increase at the rate of 220 per cent.

There must be something in his remark, that no matter how business goes, there's still a whale of a market—if you can get it.

Pajamas and Hams Put Kick Into Our Sales Contests

(Continued from page 164)

his legs, the copy reading "Head Him Off." The letter explaining the contest was colored with such sentences as "Bill, you know how every fellow loves to mop up that thick, brown gravy with a hot biscuit when the folks aren't looking. Boy, you simply got to get that sweet, juicy, peanut-fed ham!"

Attached to the letter were four numbered cards. The first card was printed with the pig's head—the second, his shoulders, the third, his back, while the fourth showed the last part over the fence. The cards gave the salesman's weekly quotas for the month. As he reached his quota each week, he would send a card to us, and every salesman who had mailed his four cards by the end of the month received a ham. The cards kept the contest hot with interest and the results exceeded our most optimistic dreams.

Gold Rush of Thirty-Won—We are now busy preparing this contest for next month. It will be put in motion by a letter written in long hand on feminine stationery by a woman, reading "I think you are a regular 'ole Gold Digger," and signed in such a way that the signature cannot be read. The letters will be mailed from Atlanta, Georgia, instead of Columbus, where our home office is located. Hence, the men will not know who sent the letters.

Following this teaser letter, another will be mailed shortly afterwards explaining the details of the contest and written in the language of the Fortyniners. The theme of the contest is "It's Gold in Them Thar' Bags of Tom's," while the general idea back of the contest is that if we put forth more of that "Forty-niner Spirit" and did less talking about depression the picture would be much brighter.

The prizes for the winners will be gold pieces. And instead of setting quotas for the salesmen, a percentage of increase will be the objective. That is, a 10 per cent increase in sales over the previous month entitles a salesman to a \$10 gold piece, etc.

These contests and prizes, which may appear ridiculous to some executives, have proved most popular with our salesmen. The reasons are two, we think: first, the humorous themes, and, second, the low quotas which have allowed an unusually large percentage of the men to win.

Advertisers
By Industries1930
Lineage

GROCERIES—(Continued)

Dairy Products—(Continued)

Swiss Knight Cheese.....	50,431
Telling's Ice Cream.....	235,642
Tillamook Cheese	104,019
Troco Oleomargarine	125,852

Total 6,338,343

Disinfectants and Exterminators

Ant Foil	1,508
Antröl	2,398
Apex Moth Cakes	14,098
Bee Brand Insect Powder	74,684
Black Flag	431,278
Dethol	54,871
Dichloricide	5,146
F. A. G. Moth Preventive....	5,631
Flit	636,263
Fly-Tox	471,102
Gator Roach Exterminator....	5,752
Gulf Venom	123,228
Insectine	2,701
K. R. O.	15,963
Kill-Ko	49,084
Larvex	129,494
Number Nine Exterminator..	5,351
Orkin Exterminators	7,920
Oronite Fly Spray	103,990
P. D.	251,459
Red Arrow Insect Spray	3,421
Roach Doom	19,205
Rough on Rats	6,631
Sentry Anti Moth	20,453
Shell Fly Spray	4,289
Snarol	6,972
Stearn's Elec. Paste	24,809
Terro Ant Killer	8,800

Total 2,486,501

Malt and Hops

American Beauty Malt Syrup.	106,341
Ballantine Zone Br. Syrup....	107,649
Blatz Malt	149,124
Blue Ribbon Malt Extract....	1,602,441
Buckeye Malt Syrup	324,285
Budweiser Barley Malt Syrup.	1,219,889
Double Dutch Malt Extract..	8,820
Gesundheit Malt Hop Ext....	8,885
Hazel Malt Syrup.....	13,777
Homa	10,317
Home Rule Malt	19,135
Kasko Malt Syrup	5,019
Old Colony Malt Ext.	2,986
Pabst Malt Syrup	123,952
Puritan Malt	512,154
Red Top Malt	502,972
Schlitz Malt Syrup	173,953
Wizard Malt	1,241

Total 4,892,940

Meats and Fish

Anglo Corned Beef	49,072
Armour's Meats & Meat Prod.	453,835
Arpeko Meat Prod.	67,742
Associated Salmon Pack	261,827
B. & M. Fish Flakes.....	11,836
Beardsley's Shredded Cod ...	8,720
Breast-O-Chicken Tuna	67,849
Chicken of Sea Tuna Fish....	102,204
Cudahy Meats and Meat Prod.	48,993
Decker's Town Cl. Ham & Bac.	73,936
Deerfoot Farm Sausages.....	36,054
Deming's Salmon	117,215

Annual Newspaper Lineage of 2,203 General and Automobile Advertisers

Classified by Industries—Compiled from 377 Daily and Sunday Newspapers in Ninety Largest Cities of the United States

THIS list includes the lineage of all general and automotive (formerly called "national") advertisers using newspapers in three or more of the ninety largest cities in the United States, as recorded by Media Records, Inc., and totalled exclusively for SALES MANAGEMENT and its subscribers by that organization.

The tabulation is divided into 21 major groups of products, and 42 sub-classifications, together with a special section on rotogravure advertising.

The column at the left is a typical section. Lineage figures are given for 487 grocery-store products.

"Annual Newspaper Lineage Figures" will be useful to those of our subscribers among *national advertisers* who are preparing Fall "wind-up" campaigns and 1932 schedules. This is the only complete record of what their competitors did in 1930, the most recent period for which accurate figures are available. *Advertising Agencies* will find the information of value in servicing many of their accounts. *Newspapers and their special representatives* will find a gold-mine of facts on their medium.

Use Coupon Below; Copies 35 Cents.

SALES MANAGEMENT is distributing this tabulation at the nominal price of thirty-five cents. Because of the small price charged we cannot send copies on approval, nor can we open bookkeeping accounts. Readers therefore should remit by check or stamps when ordering.

SALES MANAGEMENT

420 Lexington Avenue, New York City

Tear Out and Mail Today

SALES MANAGEMENT,
420 Lexington Avenue, New York.

Please send immediately.....copy(ies) of your 16-page pamphlet, "Annual Newspaper Lineage Figures," at 35 cents each.

We enclose.....in check, stamps, currency.

Company

Street..... City..... State.....

Mark for..... Title.....

Editorials

NEW DISTRIBUTION CHARTS: Accurate analyses of population censuses are always helpful in simplifying the problems of sales and sales promotion managers. When we learn from the Census Bureau, for example, that 55,000,000 persons—45 per cent of all our people—lived in ninety-five metropolitan centers in 1930, we have a tolerably clear idea of the opportunities presented by consumer agglomeration. We get a still more definite picture when the Bureau informs us that of this concentrated mass 69.3 per cent occupied cities while 30.7 per cent were to be found in the adjoining suburbs. The total area of these ninety-five metropolitan districts was 36,314 square miles, of which the city residents used only 12.4 per cent. For distributors interested in local markets or urban sections of the country the Bureau's map accompanying these statistics is a most convenient diagram. . . . Provided with this map and the data that go with it, the distributor seeking high potential sales and the attention of the greatest possible number of consumers gathered within small compass possesses a fund of reliable facts which should chart his course accurately. Assisted by the disclosures of the Census of Distribution, he can acquaint himself with the buying habits of the groups he desires to reach. The tables which SALES MANAGEMENT has prepared showing the average buying power of counties and their purchases by main classifications should enable him to direct his efforts with extreme precision. From the statistics compiled for or by the various kinds of advertising media he can ascertain the most effective means of making known what he has to offer. . . . We are entering an era, in short, distinguished by exact information about markets and the ways of getting into them. For the hit-or-miss methods of the past there is no longer any excuse. In the new light many of the wastes of distribution are sure to disappear.

HONESTY IN SALESMANSHIP: The Better Business Bureau of New York holds it to be self-evident that advertising which is fair to all concerned should be truthful in fact and implication, just in its relation to competitors, and constructive of public confidence in business. It recommends avoidance of disparaging allusions to the prices, goods and service of others; statements of a purpose to undersell all competitors, and unsupportable claims generally. Many of the large distributors in New York have subscribed to this doctrine. None of them is likely to declare against it. For it is sound in principle, and practice of the prin-

ciples set forth should impose no great hardship in the way of limitation of aggressive selling measures. . . . How effective the promulgation of such a code will be in changing confirmed habits in the use of selling phraseology remains to be seen. Like most self-imposed ordinances of the kind, this one, though aimed at a particular function of merchandising, can be influential only as it affects the honesty and standards of honorable conduct of the individuals concerned, as well as in the degree to which it convinces them that in the long run honesty is the best (the most profitable) policy. But at a time when competition in prices is unusually keen, demand for a decent reserve in urging attention to bargains puts upon enthusiastic salesmen a considerable strain. Compliance under these conditions would warrant great expectations.

NOTABLE EXHIBITION: Chrysler's detailed report of nine months' operations this year compared with similar reports of the prior three years throws a good deal of light on conditions that have been confronting the automobile industry. It has a bearing also on the problem of most important industrial concerns. The figures of special interest are compiled in the following table:

	1931	1930	1929	1928
Sales	\$162,410,520	\$183,700,988	\$325,959,888	\$207,822,271
Cost of sales* ...	140,926,770	160,719,020	269,580,819	167,264,821
Expense*	15,572,234	18,983,100	28,372,194	16,482,844
Net profit	3,771,002	2,492,747	24,730,419	21,786,276

*Include depreciation and amortization as follows: 1931, \$11,841,948; 1930, \$13,620,669; 1929, \$16,153,529, and 1928, \$6,245,488.

The ratio of cost to sales was naturally much higher in the last two years than in the preceding two years—87 per cent in 1931 and 87.3 per cent in 1930 contrasted with only 82.8 per cent in 1929 and 80 per cent in 1928. The same is true of the expense ratio—9.6 per cent in 1931 and 10.3 per cent in 1930 against 8.7 per cent in 1929 and 7.9 per cent in 1928, the very low figure in 1928 being due in large measure to a relatively small write-down in that year. Business on a large scale is difficult to control. As soon as volume shrinks cost and expense climb inordinately. Like other companies in this predicament, however, Chrysler managed to reduce this handicap in the second year of poor business, demonstrating in striking fashion the ability of great organizations to accommodate themselves to trying conditions over a long period. . . . Exhibits of this kind are encouraging because of the evidence they afford that our leading industrial organizations have weathered the storm in good order and are now moving along steadily, however slowly, in full readiness to regain lost ground as soon as the signals are right.



Announcing

Warwick S. Carpenter

Pacific Coast Manager Sales Management

THE publishers of SALES MANAGEMENT take great pleasure in announcing, effective November 1, the appointment of Mr. Warwick S. Carpenter as Pacific Coast Manager. The territory he will serve includes the Rocky Mountain States and the cities of El Paso and Honolulu, in addition to the three Coast states.

Since 1924 Mr. Carpenter has represented a select list of important national magazines in this territory, including the *Forum*, *Review of Reviews*, *Golden Book*, *World's Work*, *American Home*, and *Country Life*, and he will continue his effective work on those publications.

Mr. Carpenter's office address is 29 East De La Guerra, Santa Barbara, California.

1-3 of One Per Cent Does 31 Per Cent!

One single concern — the Einson-Freeman Co., Inc. — out of the 309 lithographic establishments in the United States listed by the last census —

Or about 1/3 of one per cent — was responsible for 27 out of 88 —

Or 31 PER CENT of all the Window Displays that achieved a dominant rating in the tabulations of August Window Displays in Forty-four Cities, which appeared on page 146 of SALES MANAGEMENT for October 24.

These 27 displays had dominance in 304 city-showings out of a grand total of 746.

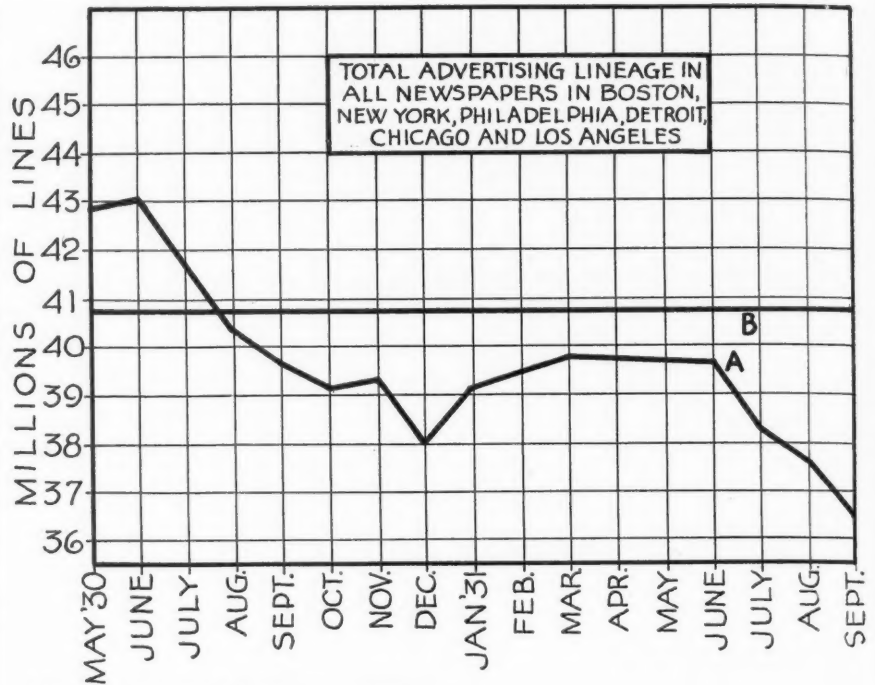
There IS a reason.

An Einson-Freeman representative will be pleased to discuss it, and your window and store advertising problems, if you write, or call them at Starr & Borden Avenues, Long Island City.

The Ambassador

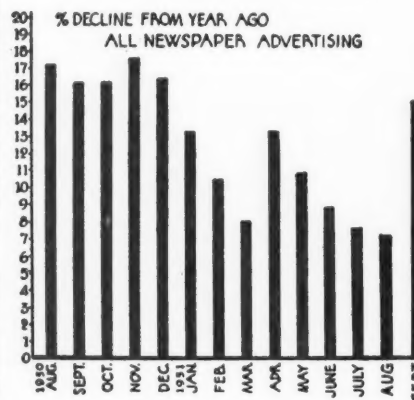
The smart shops, theatres, art center, business, financial and professional districts are reached quickly and conveniently from The Ambassador. It is in the Social Center on one of the world's most famous thoroughfares.

NEW YORK
PARK AVENUE
AT 51ST STREET



Newspaper Advertising Lineage Trend Coincides with Business Conditions

The September record of newspaper advertising made the poorest comparison with the preceding year of any month to date, and the new low, both as to time and degree, coincides with the charts of business conditions as compiled by such authorities as Irving Fisher, New York *Herald Tribune*, Babson and the New York *Times*. Only 52, or 15 per cent of the 354 newspapers published in the following cities were able to show a gain.



The average loss from last September was 15.1 per cent. The retail lineage made a fair showing—a loss of 9.8 per cent in September as against 6.4 per cent in August, but general advertising took a nose dive and lost 24.3 per cent against the 1930 month as compared with August's gain of 3.4 per cent. Those advertisers classified under "Automotive" showed a higher degree of confidence, as the Automotive loss was less in September than in August.

Lineage figures as shown below were compiled by Media Records, Inc., supplemented in cities marked (*) by publishers cooperating with SALES MANAGEMENT.

City—	September, 1931	September, 1930	Gain or Loss
Akron	1,707,054	2,209,340	502,286
Albany	1,970,112	2,051,837	81,725
Albuquerque ..	755,167	899,211	144,044
Atlanta	2,159,298	2,481,746	322,448
Baltimore....	3,489,642	3,885,831	396,189
Boston	5,563,118	6,160,179	597,061
Birmingham..	1,712,326	2,263,028	550,702
Buffalo	2,399,623	2,705,047	305,424
Camden	689,127	820,919	131,792
Chicago	4,684,608	6,153,265	1,468,657
Cincinnati...	2,507,115	3,100,284	593,169
Cleveland....	3,262,467	3,219,314	43,153
Columbus....	2,214,738	2,611,701	396,963
Dallas	2,559,492	3,385,693	826,201
Dayton	2,316,578	2,490,162	173,584
Denver	1,667,334	1,884,684	217,350
Detroit	3,261,044	4,429,474	1,168,430
Easton	618,562	709,914	91,352
El Paso	966,626	1,456,603	489,977
Erie	1,034,544	1,265,428	230,884
Evansville...	1,273,523	1,628,405	354,882
Fall River...	516,126	530,732	14,606
Fort Worth...	1,301,886	1,672,011	370,125
Freeport....	577,690	648,228	70,538
Glens Falls..	351,683	399,258	47,575
Harrisburg...	1,012,641	1,019,515	6,874
Hartford	2,063,747	2,220,467	156,720
Houston	2,433,353	3,020,517	587,164
Indianapolis..	2,192,957	2,529,051	336,094
Jacksonville..	1,026,509	1,208,939	182,430
Knoxville...	1,035,419	1,208,251	172,832
Kans. City*..	2,393,252	2,769,807	476,555
Long Beach*..	1,267,203	1,444,401	177,198
Los Angeles..	4,542,730	5,308,281	765,551
Mamaroneck..	157,542	175,160	17,618
Manchester...	429,307	437,955	8,648
Memphis	1,825,060	2,335,363	510,303
Milwaukee...	2,829,333	2,770,130	59,203
Minneapolis..	2,669,192	2,990,851	321,659
Mt. Vernon...	573,542	640,861	67,319
Nashville...	1,104,409	1,424,352	319,943
New Bedford..	882,980	888,012	5,032
New Orleans..	2,880,834	3,041,341	160,507
New Rochelle..	480,899	479,314	1,585
New York**..	12,890,622	13,016,460	125,838
Newark*....	1,473,960	1,740,555	266,605
Niagara Falls..	663,406	683,012	19,606
Oakland....	1,746,827	2,024,427	277,600
Okla. City...	1,707,724	2,126,763	419,039
Omaha....	1,650,325	1,760,181	109,856
Ossining....	194,789	198,055	3,266
Perth Amboy..	349,985	497,287	147,302
Philadelphia..	5,185,937	5,929,912	743,975
Phoenix....	996,262	1,113,578	117,316
Pittsburgh...	3,223,300	3,945,346	722,046
Port Chester..	405,856	413,803	7,947
Portland....	1,928,478	2,634,511	706,033
Providence...	2,112,852	2,490,934	378,082
Reading....	1,263,342	1,273,057	9,715

Richmond..	1,440,203	1,716,912	—	276,709
Rochester...	2,706,298	2,887,511	—	181,213
Salt Lake...	1,568,051	1,819,326	—	251,275
San Antonio	2,104,524	2,465,515	—	360,991
San Diego...	1,904,276	2,317,586	—	413,310
San Francisco	3,224,051	3,746,137	—	522,086
Seattle....	2,274,667	2,686,651	—	411,984
South Bend...	1,112,244	1,448,150	—	335,906
Spokane....	1,451,573	1,887,437	—	435,864
Sr. Louis...	2,975,927	3,603,270	—	627,343
Syracuse....	2,127,101	2,363,930	—	236,829
Tacoma....	1,375,660	1,677,676	—	302,016
Tarrytown...	322,665	365,382	—	42,717
Toledo....	1,457,376	2,051,245	—	593,869
Trenton....	682,458	811,851	—	129,393
Tulsa.....	1,358,739	1,799,912	—	441,173
Washington...	3,968,888	4,171,784	—	202,896
White Plains	919,427	1,024,608	—	105,181
Wichita....	1,596,076	2,182,689	—	586,613
Wilkes-Barre	2,304,570	2,324,887	—	20,317
Wins.-Salem	393,119	418,900	—	25,781
Worcester...	1,911,910	2,027,993	—	116,083
Yonkers....	787,529	781,043	+	6,486
Youngstown	1,288,243	1,593,508	—	305,265

Total ...154,361,632 182,996,646 —28,635,014

* Direct from publisher.

** N. Y. figures furnished by Advertising Record Company, except for Bronx Home News, which is supplied direct, M. & S. World (1930) figures excluded.

More Plus Signs

(Overflow from page 175)

+++ BANK DEBITS in leading cities for the week ending October 21 were 12 per cent above the total recorded for the preceding week, according to the Federal Reserve Board. Each of the twelve districts showed a gain.

+++ THE M. MCGILL MANUFACTURING Co. of Valparaiso, Ind., has increased its factory force to handle an order of \$500,000 for transmission bearings, placed with them by the Chrysler Corporation.

+++ VIRGINIA SWEET FOODS, INC., a sixty-year-old company, had in September the largest sales increase in history—64 per cent greater in dollars, and 102 per cent greater in tonnage volume than in September, 1930.

+++ SALES OF MUNISING PAPER COMPANY'S Caslon Bond show an increase of 8.3 per cent for the first nine months as compared with 1930.

+++ STEEL OPERATIONS in the Pittsburgh district are now 3 to 10 per cent ahead of recent weeks.

+++ SHOE PRODUCTION DURING SEPTEMBER was 5.6 per cent greater than in 1930.

+++ BUDD WHEEL CORPORATION has received a contract from one automobile manufacturer for 750,000 wire wheels.

+++ THE WARREN TELECHRON COMPANY has increased its production of electric clocks by one-third, and has made a corresponding addition in the number of employees.

+++ THE C., M., ST. P. AND P. RAILROAD has recalled 1,000 men to its West Milwaukee shops.

+++ CHEVROLET MOTORS COMPANY Saginaw factory has resumed operations with 3,200 men.

+++ DOLLAR VOLUME OF THE S. K. WELLMAN COMPANY, makers of brake linings, is 20 per cent higher for the first nine months this year than a year ago. Every employee has been given a 15 per cent increase in salary.

+++ THE WAGNER MANUFACTURING COMPANY, makers of cast aluminum and iron cooking utensils, is employing seventy more men than at any time in its history.

Twelve Million Dollars* to Handle Fort Worth's Freight and Passenger Traffic!

That's the total cost of two new railroad terminal projects in Fort Worth. The larger of the two is just getting started on its job of serving Fort Worth and West Texas. Construction on the other will start shortly.

Invest your advertising dollars where markets are growing.

*Here's the way the twelve million splits up:

Texas and Pacific Passenger Terminal, Freight Terminal and Warehouse	\$8,000,000.00
(3,500 carloads of freight can be stored in this building)	
New Underpasses and Viaducts incident to this project.....	2,000,000.00
Fort Worth Union Passenger Station and Gulf Colorado and Santa Fe Terminal.....	2,000,000.00

FORT WORTH STAR-TELEGRAM

MORNING EVENING SUNDAY

AMON G. CARTER

President and Publisher

A. L. SHUMAN

Vice-President and Adm. Director

LARGEST CIRCULATION IN TEXAS

1872 to 1931

Interesting, Informative

CHART

(Size 9 x 23)

showing fluctuations of the general level of Industrial Stock Prices on the NEW YORK STOCK EXCHANGE for the last 59 years

This entirely new chart, clearly showing all Bull and Bear periods, highs and lows, and per cent of changes, will be mailed post free by:

INDEX NUMBER INSTITUTE
(Founded by Irving Fisher)
New Haven, Conn.

Still Available!

Population Studies

of Principal Markets and Their Tributary Areas

In quantities of ten or more, \$1.50 each. Single copies, \$2.00. Check must accompany order.

SALES MANAGEMENT

420 Lexington Ave., New York

THE BELVEDERE IN BALTIMORE, Charles at Chase Street. Faultless service, cuisine of unparalleled excellence and ready access to all railroad and steamship terminals.

Charles H. Consolvo William J. Quinn, Jr.
President Managing Director



The
BELVEDERE
Baltimore Maryland

Mela

Retail Expenditures in the Providence Market. We commend this booklet to the attention of our manufacturer readers because it is an intelligent and conservative picture of the Providence market in 1931, showing total and detailed expenditures for eighteen commodity groups (arranged thus: Automotive; Building and Housing; Business; Cigars, Cigarettes and Tobacco; Food, etc.). To other publishers it will prove an interesting example of keen newspaper promotion, for it demonstrates what can be done in the way of selling your market through careful research and astute presentation of the facts. The figures given are for the A. B. C. City of Providence, Providence County, and finally the State of Rhode Island. Also included are dollar figures of the proportion of total expenditures accredited to *Journal* and *Bulletin* unduplicated circulation, *Daily Journal* alone, *Evening Bulletin* alone, and by the *Sunday Journal*. The booklet was compiled by the Providence Journal Company, and may be obtained from them by addressing Department M, Providence Journal Company, Providence, Rhode Island.

* * *

Among the weighty matters being mulled by the convention of the National Association of Broadcasters in Detroit this week was the question of American versus European radio industry practice, the latter being government owned, of course. Walter J. Damm of Milwaukee, president of the Association, aided and abetted by Mr. Hoover, President of our country, literally Dammed European methods with faint praise, all parties being united in a staunch defense of the sanctity of free business enterprise. As for the fussing that's been going on in connection with the rate squabble, Mr. Damm himself assures us that the convention has adopted the same definition of national and local radio rates as now used by newspaper (if that's any comfort).

* * *

Well, if here isn't the neatest little piece of mutual glorification it's been our pleasure to ken of in a decade. You walk up to a newsstand, maybe to buy a copy of—say *Ballyhoo*. There they are, stacks of them (1,500,000 press run). Also on the same newsstand are stacks of phonograph records of the *Ballyhoo* Theme

Song, "Cheer Up—Aw, Nerts!" written by Norman Anthony, editor of *Ballyhoo*, and sung by Eddie Cantor. The records are the latest edition of the Durium (Hit-of-the-Week) library, and are enclosed in an envelope duplicating *Ballyhoo's* cover design. If the newsdealer knows his stuff, you'll depart minus fifty cents, and plus a magazine plus a record. Consider us salaaming to the boy who thought up that scheme; it's a wow.

* * *

The latest important name to be added to the impressive personnel of *Radio Guide* is that of E. M. Alexander, he of *Hearst*, *Tribune*, *Sun*, *Mirror* and *World* fame.

* * *

The Outdoor Advertising Association of America, Inc., is tightening up its belt preparatory to an aggressive offensive at the 41st Annual Meeting of the Outdoor Advertising Association of America, Inc., to be held in Detroit, December 10 to 13. Besides addresses by notable economists, lawyers, national advertisers and advertising agency heads, Outdoor Advertising, Inc., the new special representative of the Outdoor Advertising Plant Owners, will discuss how salesmen operate under their new selling plan, how their organization backs up the salesmen, marketing and planning, copy and art, and outdoor advertising as a medium.

Heads Metal Textile Sales

ORANGE, N. J.—Charles H. Dowd, until recently president of the Boston Foods Products Company, has been elected vice-president in charge of sales of the Metal Textile Corporation, with headquarters here.

Fights Tax Evaders

SAN FRANCISCO—Rewards totaling \$20,000 are being offered by the Standard Oil Company of California for information leading to the arrest and conviction of gasoline tax evaders there. They were announced by the company in half-page advertisements in newspapers.

Gossip

... Mercready-Phelps Company, advertising agency, has moved to the Babcock Building, 240 West Front Street, Plainfield, New Jersey, and will specialize in direct mail and industrial advertising for New Jersey, eastern Pennsylvania and southern New York concerns. HERBERT V. MERCREADY is president and treasurer; MARGARET M. MERCREADY, vice-president and secretary.

... P. S. ROUSE, designer of advertising and sales material, has joined the staff of Casey-Lewis Company, Inc., Nashville agency.

... H. JACK LANG COMPANY, new Cleveland advertising service, is now located at 510 Empire Building there.

... The Ridgeway Company, St. Louis agency, has established offices at 1901 Locust Street there. M. E. TOBIAS is in charge.

... W. S. WARING, formerly with the Tri-State Agency, Toledo, and JOHN W. TAYLOR have become account executives with the Grenell Advertising Agency of Detroit.

... JOSEPH LEOPOLD has resigned from the American Oil Company, Baltimore, to join the copy staff of the Blackman Company, New York agency.

... WILLIAM J. MOLL has been appointed manager of the New York office of the Gardner Advertising Company. Mr. Moll joined the company four years ago as an account executive, and more recently has been vice-president in charge of service.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

AGENCY WANTED

MANUFACTURER'S AGENT IN CLOSE touch with automotive industry in Michigan desires additional lines. Now successfully representing leading parts maker. Long experience. Correspondence solicited. George D. Huntington, 1802 Ford Building, Detroit.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis, 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

SALES EXECUTIVE WANTED

SALES EXECUTIVE MANAGER FOR EASTERN division and Eastern factory of Corporation manufacturing well-known building specialty. Address Box 324, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

PRODUCTIVE ADVERTISING SERVICE at PUBLISHERS' RATES
If you plan to use newspaper, magazine, billboard, radio or direct mail advertising—consult us!
Seventeen years productive experience
S. WALD & Associates
General Advertising Agency
Fully recognized U. S. & Canada
100 WEST 42nd ST., NEW YORK

The Gasoline Retailer
54 West 74th Street, New York
Will guarantee for 1932
50,000
paid subscribers in the Gasoline and Filling Station field.

"GIBBONS knows CANADA"